



**Emergency Management Assistance Compact**

**Emergency Management Assistance Compact**  
**EMAC Operations Manual**

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Version 4.0

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National Emergency Management Association (NEMA)

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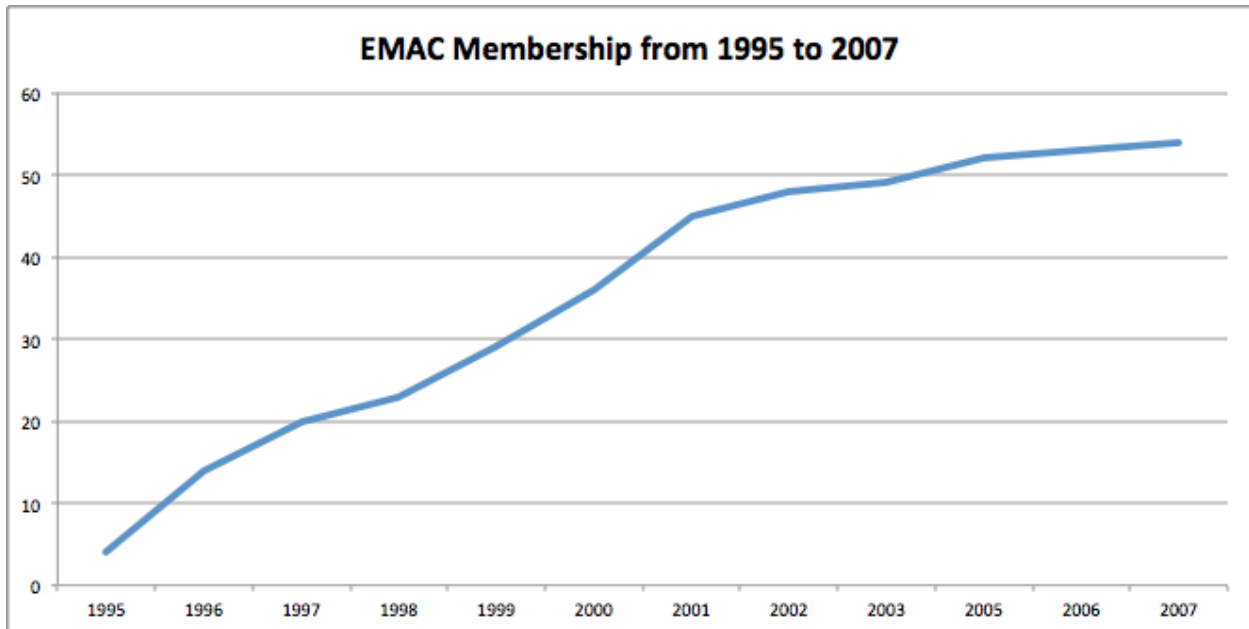
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## Introduction

This nation was founded on the basic principle of “neighbors helping neighbors”. From that simple premise, mutual aid has evolved into a response capability of its own. The Emergency Management Assistance Compact (EMAC) evolved from a regional concept of a few states helping each other as a result of the devastation caused by Hurricane Andrew in 1992, to a national mutual aid compact of 50-states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, and Guam by 2007.



The 2017 EMAC Operations Manual contains the official policy and procedures for the implementation, administration, and operational management of the Emergency Management Assistance Compact (EMAC) system.

The EMAC Operations Manual is divided into ten sections:

1. **EMAC Articles of Agreement** provides an overview of state EMAC law, actions required by law to be taken for operational implementation of EMAC, and member state responsibilities.
2. **EMAC Governance and Responsibilities** describes the EMAC organizational and governance structure and introduces the operational components.
3. **EMAC Operational Management and Coordination with Federal Partners** describes the responsibilities and functions of the operational components and explains how EMAC is coordinated with FEMA, Emergency Support Functions (ESFs), and core capabilities.
4. **Standard Operating Guidelines** describes the Standard Operating Guidelines during each phase of the EMAC process:

- **Phase 1: Pre-Event Preparation** describes the Member State responsibilities to identify necessary key personnel, inventory existing response resource capabilities, determine resource gaps, develop mission ready packages, train/educate, exercise, and prepare for being an EMAC Member.
  - **Phase 2: Activation** describes the actions taken to activate the EMAC system.
  - **Phase 3: Request and Offer** describes the actions taken by Requesting and Assisting states to request and offer resources. This includes the completion of the EMAC REQ-A through the EMAC Operations System.
  - **Phase 4: Response** (mobilization, deployment, demobilization) describes the responsibilities of Member States and provides guidance for best practices for states to follow during disasters.
  - **Phase 5: Reimbursement** establishes policies and procedures for EMAC mission reimbursements between Member States.
5. **The Mutual Aid Support System (MASS):** The MASS 2.0 is attached to the EOS, and allows resource providers to enter Mission Ready Package information into a geo-spatial resource management system. All MRPs entered into the inventory are located on a map along with the details describing each MRP. When tasked to do so by the Requesting State AR, the A-Team Operations function may use the MASS to search for available resources, and to generate a draft request if an appropriate resource is located.
  6. **Training and Exercise** contains information relating to official EMAC training courses for specific targeted groups and exercise recommendations. Current training courses, course descriptions, and course schedules are listed on the EMAC website at [www.emacweb.org](http://www.emacweb.org).
  7. **Forms** identifies where EMAC forms can be found.
  8. **Checklists** contain all checklists for pre-event preparation, activation, request and offer, response, and reimbursement.
  9. **Appendices** contain the EMAC Articles of Agreement and a glossary.

A series of guidance documents have been developed to support the EMAC Operations Manual. The following guidebooks offer detailed information and suggested guidance. EMAC Authorized Representatives and EMAC Designated Contacts can access these documents in the library on the EMAC website.

- EMAC Executive Task Force Protocols
- A-Team Standard Operating Guidelines
- National Coordinating State Standard Operating Guidelines
- National EMAC Liaison Team Standard Operating

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*The EMAC Executive Task Force Protocols provide the protocols & directives for conducting official business of the EMAC Executive Task Force. This document can be found in the EMAC*

## Guidelines

- Regional EMAC Liaison Team Standard Operating Guidelines

The Resource Provider and Deploying Personnel Guidebook **are** publically available on the EMAC website.

All EMAC Member State Authorized Representatives and Designated Contacts, and other state personnel who are likely to comprise an EMAC Operational Component, such as an Advance Team (A-Team), National EMAC Liaison Team, Regional EMAC Liaison Team, Chair and State of the EMAC Executive Task Force (National Coordinating State) or lead state membership on the EMAC Executive Task Force should become familiar with these policies and guidelines in order to implement EMAC in a timely manner as a routine practice.

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This manual will be reviewed and revised as needed by NEMA, the EMAC Executive Task Force, and the EMAC Committee.

## I. EMAC Articles of Agreement

Each member state has passed state legislation consistent with the thirteen EMAC Articles of Agreement. The Articles of Agreement detail actions necessary by member states to ensure the implementation of a standardized and consistent EMAC program nationwide. States must ensure the compliance of all thirteen articles of agreement, as paraphrased, below. (Note: The original Thirteen Articles of Agreement upon which EMAC is founded refers to Member States as “party states” meaning each state approving these articles and passing them into state law becomes an active “party” to the Emergency Management Assistance Compact.)

### A. Article I – Purpose and Authorities

- The Governor of a disaster-affected state must declare **a** state of emergency or a state of disaster before receiving resources through EMAC.
- EMAC may be used during training and exercises without a declaration.

### B. Article II – General Implementation

- The legally designated state official who is assigned responsibility for emergency management will be responsible for the implementation of

EMAC.

#### C. Article III – Party State Responsibilities

- Develop procedural plans and programs for the implementation of EMAC.
- Review individual state hazard analyses to determine potential emergencies the party states might jointly suffer.
- Develop a plan for the interstate management and provision of assistance.
- Develop interstate procedures to fill any identified response capability gaps.
- Assist in warning communities adjacent to or crossing the state boundaries.
- Protect and assure uninterrupted delivery of services, medicines, water, food, energy and fuel, search and rescue, and critical lifeline equipment, services and resources, both human and material.
- Inventory and set procedures for the interstate loan and delivery of human and material resources, together with procedures for reimbursement or forgiveness.
- Provide, to the extent authorized by law, for the temporary suspension of any statutes or ordinances that restrict the implementation of the above responsibilities.
- The Authorized Representative of a party state may request assistance of another party state by contacting the Authorized Representative of that state.
- Requests may be verbal or in writing. If verbal, the request shall be confirmed in writing within 30 days.
- Request shall include the following information:
  - A description of the emergency support function, or core capability for which assistance is needed.
  - The amount and type of personnel, equipment, materials, and supplies needed, and a reasonable estimate of the length of time they will be needed.
  - The specific place and time for staging of the assisting party's response and a point of contact at that location.
- There shall be frequent consultation between state officials who have assigned emergency management responsibilities and other appropriate representatives of the party states.

#### D. Article IV – Limitations

- It is understood that the state rendering aid may withhold resources to the extent necessary to provide for reasonable protection for such state.
- Responding EMAC forces will have the same duties, rights and privileges as



are afforded forces of the receiving state.

- Responding EMAC forces will remain under command and control of their regular leaders, but will come under operational control of the authorities of the receiving entity.

#### **E. Article V – Licenses and Permits**

- Whenever any person holds a license, certificate, or other permit issued by any state party to the compact evidencing the meeting of qualifications for the professional, mechanical, or other skills, and when such assistance is requested by the receiving party state, such person shall be deemed licensed, certified, or permitted by the state requesting assistance.

#### **F. Article VI – Liability**

- EMAC responders of a party state rendering aid to another party state shall be considered agents of the Requesting State for tort liability and immunity purposes.

#### **G. Article VII - Supplementary Agreements**

- Nothing herein contained shall preclude any state from entering into supplementary agreements with another state or affect any other agreements already in force between states.

#### **H. Article VIII – Compensation**

- Each party state shall provide for the payment of compensation and death benefits to injured members of the emergency forces of that state and representatives of deceased members of such forces in case such members sustain injuries or are killed while rendering aid pursuant to this compact.

#### **I. Article IX – Reimbursement**

- Any party state rendering aid in another state pursuant to this compact shall be reimbursed by the receiving state for loss or damage to equipment, the costs of operating equipment, and the costs of providing services in response to a request for assistance.

#### **J. Article X – Evacuation**

- States may agree to receive and host evacuees for an affected state under the provisions of the compact.
- The evacuating state and the hosting state shall mutually agree as to reimbursement of out-of-pocket expenses incurred in receiving and caring for such evacuees.

#### **K. Article XI – Implementation**

- The compact becomes operative immediately upon its enactment into law.
- Any party state may withdraw from the compact by enacting a statute

repealing the same.

- EMAC state legislation is a matter of record in each party state.

#### L. Article XII – Validity

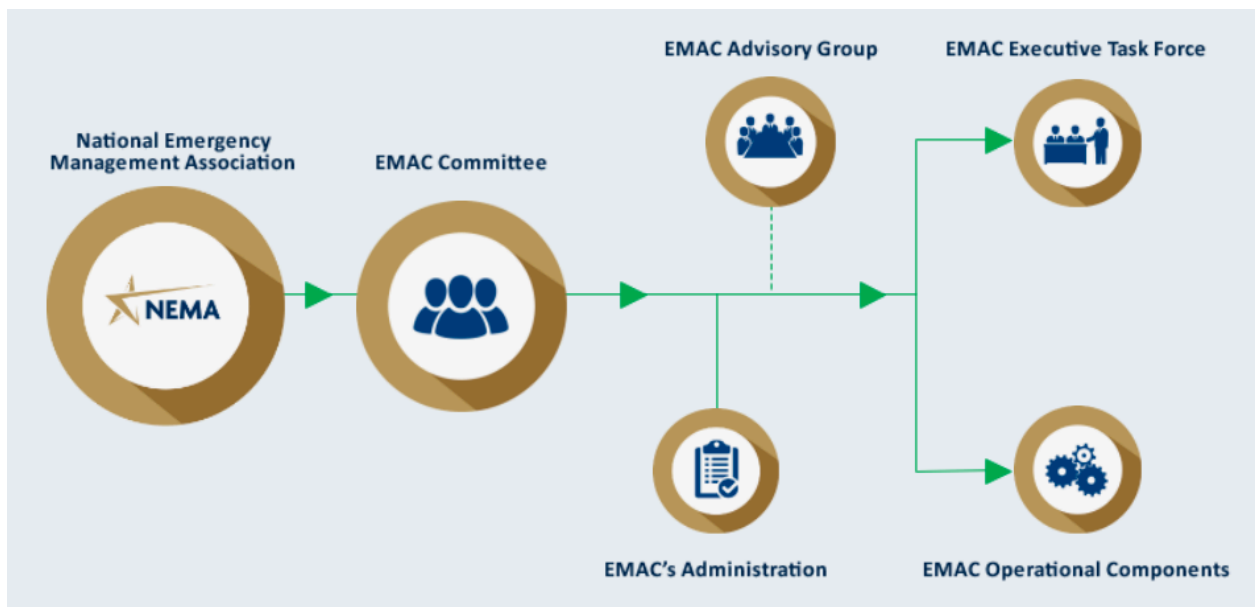
- If any provision of EMAC law is declared to be unconstitutional or invalid, it will not affect the constitutionality of the remainder of the law.

#### M. Article XIII – Additional Provisions

- The National Guard deploys through EMAC under both Title 32 and State Active Duty for humanitarian purposes; however, the military use of National Guard (use of military force) through EMAC is prohibited.

## II. EMAC Governance and Responsibilities

There are six primary elements within the EMAC governance structure: The National Emergency Management Association, the EMAC Committee, EMAC Administration, the EMAC Advisory Group, the EMAC Executive Task Force, and the EMAC Operational Components. The general responsibilities, functions, and duties for each are described in this section.



### A. The National Emergency Management Association

The National Emergency Management Association (NEMA) is the non-profit association of emergency management and homeland security professionals dedicated to protecting our nation. NEMA's mission is to develop the partnerships and initiatives necessary to improve the nation's capabilities to protect the public through prevention, mitigation, preparedness, response, and recovery from all emergencies, disasters, and

threats to our homeland. NEMA's voting membership (state emergency management directors) maintains authority and control over EMAC.

## **B. The EMAC Committee**

The EMAC Committee is responsible for oversight of the Compact. The EMAC Committee delegates responsibility for conducting business and emergency operations responsibilities on its behalf to the NEMA Staff, the EMAC Executive Task Force, and the EMAC Operational Components. The EMAC Committee receives recommendations for the selection of the ETF Chair-Elect by the EMAC Executive Task Force and votes on acceptance of the recommended Executive Task Force Chair-Elect. All Member States have agreed to accept EMAC Committee decisions made within the purview of the NEMA By-Laws.

The EMAC Committee consists of a chair, vice-chair, a past NEMA President liaison, and state directors (or their designees). The emergency management director from every state and territory that has passed EMAC legislation and signed EMAC into (state) law is invited to participate on the EMAC Committee. The Chair of the EMAC Executive Task Force is a non-voting ex officio member of the EMAC Committee.

### **1. EMAC Committee Chair and EMAC Committee Vice-Chair:**

- a. Election: Selected annually by the NEMA president
- b. Term: One year (but may serve consecutive years)
- c. Roles/Responsibilities: Provides direct oversight of the EMAC Executive Task Force (ETF) through coordination with the EMAC ETF chair and NEMA staff, works on national policies that impact EMAC Member States, and provides updates to Congress upon request
- d. Voting Member: Yes
- e. Roster: The current Chair and Vice-Chair, of the EMAC Committee is maintained by NEMA.

### **2. EMAC Committee Members:**

- a. Election: Volunteer or may be appointed
- b. Term: One year (but may serve consecutive years)
- c. Roles/Responsibilities: Provides overall guidance and policy direction for EMAC
- d. Voting Member: Yes
- e. Roster: The current membership of the EMAC Committee is maintained by NEMA

### C. EMAC Administration

Since 1995, the National Emergency Management Association (NEMA), headquartered in Lexington, Kentucky, has administered EMAC. NEMA is a nonpartisan, nonprofit 501(c)(3) association dedicated to enhancing public safety by improving the nation's ability to prepare for, respond to, and recover from all emergencies, disasters, and threats to our nation's security.

The National Emergency Management Association (NEMA) serves as the administrative body for EMAC in support of the EMAC Member States by:

1. Providing day-to-day overall administration and management
2. Providing fiscal management
3. Providing support to states during operational activity where EMAC has been activated
4. Serving on national committees, under the leadership of the Department of Homeland Security (DHS), devoted to enhancing mutual aid through resource typing, resource management, credentialing, and catastrophic disaster planning initiatives
5. Support the EMAC Governance Structure to include the NEMA membership, EMAC Committee, EMAC Executive Task Force, EMAC Advisory Group, and Operational Components
6. Providing coordination and support of DHS/FEMA activations, where appropriate
7. Securing and managing grants to grow and sustain EMAC strategic initiatives
8. Serving as an advocate to state elected officials, Congress, and the federal government to ensure that EMAC is recognized as the nation's premier interstate mutual aid mechanism
9. Providing day-to-day program administration staff
10. Answering inquiries from all disciplines
11. Answering inquiries from Member States
12. Keeping Member States/territories informed on new and emerging issues
13. Maintaining online tools used to implement EMAC (such as the EMAC website, EMAC Operations System, and Mutual Aid Support System)
14. Supporting operations that involve the states and the sharing of resources between states under EMAC
15. Promoting and marketing EMAC as well as mutual aid in general



16. Maintaining EMAC documents
17. Providing instructors to support EMAC courses taught at FEMA's Emergency Management Institute
18. Providing a forum for input into the EMAC process
19. Working to resolve issues to the satisfaction of EMAC users
20. Conducting and assisting with EMAC training, exercises, and education
21. Sharing critical information as needed during major activations
22. Remaining true to the legislated articles and intent of EMAC
23. Providing educational opportunities about EMAC
24. Supporting other responsibilities as requested that impact EMAC or national mutual aid

#### **D. EMAC Advisory Group**

The EMAC Advisory Group (EAG), established in 2006, gives national organizations a venue through which to work in coordination with the EMAC Committee and the EMAC Executive Task Force for the improvement of EMAC throughout the nation. Membership to the group is by invitation only to representatives from the national organizations serving the first responder community and other mutual aid stakeholders.

**EMAC Advisory Group Mission:** To facilitate the effective integration of multi-discipline emergency response and recovery assets for nationwide mutual aid through the Emergency Management Assistance Compact.

The current roster of the EMAC Advisory Group can be viewed on the EMAC website ([www.emacweb.org](http://www.emacweb.org)).

##### **1. EMAC Advisory Group Roles and Responsibilities:**

- a. Represent the issues, position, resource capabilities, and requirements of the respective disciplines and national organizations
- b. Share information with national memberships, solicit feedback and provide responses to NEMA on EMAC-related issues
- c. Facilitate outreach, education, and training opportunities on EMAC
- d. Share situational awareness information with national memberships, organizations, and agencies during major EMAC activities, as necessary and appropriate
- e. Participate in conference calls, meetings, and after-action reviews on

- behalf of national membership
- f. Identify and share best practices
- g. Provide guidance for the strategic direction of EMAC
- h. Identify emerging issues that will impact the development of EMAC
- i. Provide a connection between other mutual aid providers and EMAC
- j. Gather and share information
- k. Network in the states to pre-plan for EMAC deployments
- l. Promote the development of Mission Ready Packages

## **2. Goals of the EMAC Advisory Group**

- a. Promote a better understanding of EMAC for multi-discipline emergency response and recovery entities, and mutual aid partners.
- b. Create a forum for mutual aid stakeholders to provide input and feedback to NEMA to enhance mutual aid through EMAC.
- c. Advance interstate and intrastate mutual aid.

## **E. The EMAC Executive Task Force (ETF)**

The EMAC Executive Task Force (ETF) formulates and provides policy guidelines and procedures pertaining to the implementation of the Emergency Management Assistance Compact (EMAC) in coordination with NEMA administrative support and guidance.

The EMAC Committee grants the ETF the power to consider all matters of supervision and control of the business and operational affairs, and to take whatever action is deemed appropriate on behalf of the Member States. All recommendations and actions of the ETF shall be subject to approval by the membership present at the next regular meeting of the EMAC Committee. In the interim period between the promulgation of the actions taken by the ETF and said meeting of the EMAC Committee, the EMAC state membership shall abide by the recommendations and actions taken by the ETF on their behalf.

The voting membership of the ETF shall not exceed seventeen (17). Including among this number are the current ETF Chair, the current ETF Chair-Elect, the Immediate Past ETF Chair, three (3) At-Large Representatives, the ten (10) lead state representatives (one from each FEMA region), and one person from the Legal Council Committee.

The EMAC Executive Task Force operates under the EMAC Executive Task Force Operating Protocols which can be found on the EMAC website. The Operating Protocols outline both the operational and non-operational duties of the ETF.

The current roster of the EMAC ETF can be found on the EMAC website ([www.emacweb.org](http://www.emacweb.org)).

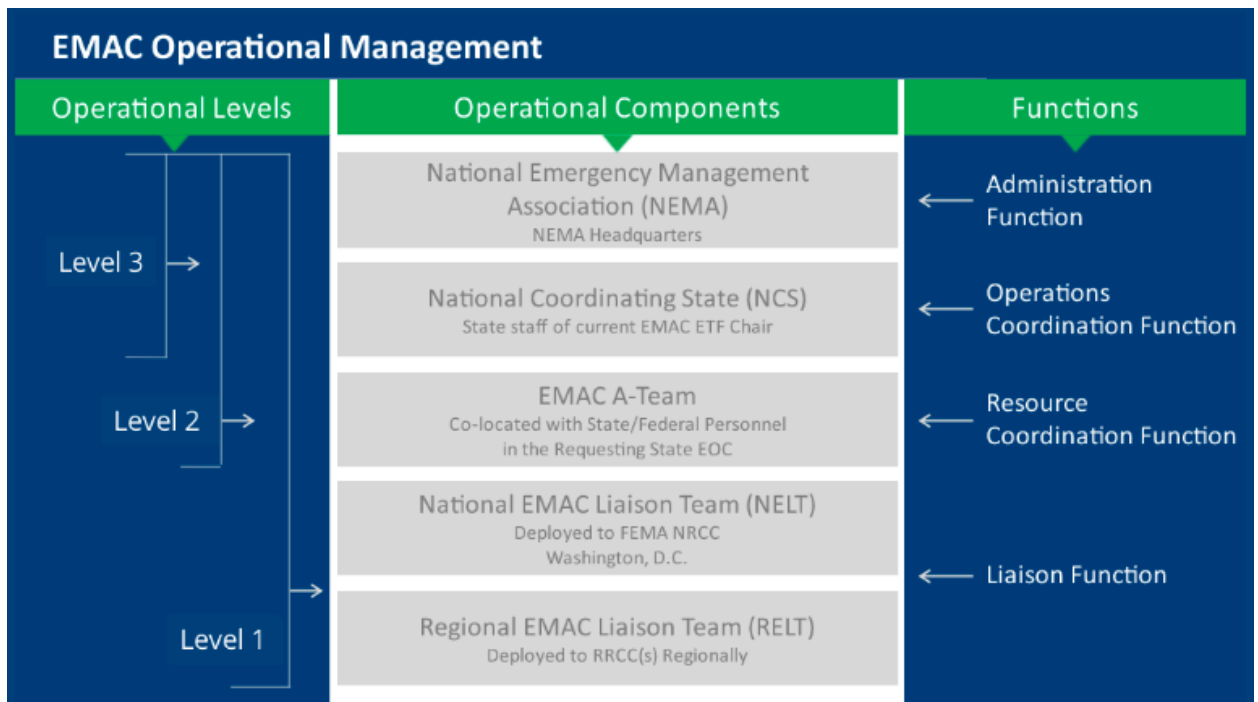
#### **F. The EMAC Operational Components**

There are five EMAC Operational Components: The National Emergency Management Association, the National Coordinating State, the A-Team, the National EMAC Liaison Team, and the Regional EMAC Liaison Team.

Standard Operations Guidelines for each of these components may be found on the EMAC website in the library under the EMAC Operations Manual.

### **III. EMAC Operational Management & Coordination with Federal Partners**

The EMAC Operational Components work together during an incident to share information and ensure the EMAC procedures are being followed. The functions, roles and responsibilities of the EMAC Operational Components and the EMAC operational levels are described in this section.



### A. National Emergency Management Association

During an incident, NEMA serves an administrative function with the following responsibilities:

1. Working with the NCS to coordinate operations.
2. Maintaining the EMAC Operations System (EOS) and resolving system issues.
3. Maintain data integrity and ensure events are maintained and updated.
4. Answer questions about the use of the EMAC Operations System and provide technical support as needed to member states.
5. Ensure the timely fulfillment of resource requests.
6. Resolve policy issues in coordination with the NCS or NEMA Leadership.
7. Ensure the coordination between the NCS, A-Teams, the NELT, and RELT(s).

### B. National Coordinating State

The Chair of ETF has a dual role as the lead of the NCS. Thus, the NCS is the home state of the ETF Chair. This very unique component positions an EMAC Member State with national operational responsibility for EMAC and is the primary point of contact for a **disaster** affected state.

The NCS serves an operations coordination function with the following responsibilities:



1. Ensures that operational procedures are followed and in coordination with NEMA resolves any policy or procedural issues.
2. Identification and staffing of A-Teams and liaison teams.
3. Ensures timely situation reports on EMAC activities are issued.

The NCS Lead is listed on the EMAC website ([www.emacweb.org](http://www.emacweb.org)) as the Chair of the EMAC ETF.

More information on the NCS can be found in the NCS SOG available on the EMAC website ([www.emacweb.org](http://www.emacweb.org)).

### C. Advance Team (A-Team)

Advance Teams (A-Teams) have the primary responsibility of implementing the EMAC process in both the Requesting and Assisting States as assigned by the state emergency management director or their designee.

#### 1. Member State A-Team Responsibilities

The Member States responsibilities for maintaining their A-Team and preparing for an incoming A-Team are as follows:

- a. The minimum standard for EMAC Member States is for each state to maintain two Type 4 (two-member) A-Teams (see A-Team typing guidelines, below).

Resource: EMAC Advance Teams (A-Teams)						
CATEGORY:	Incident Management			KIND:	Team	
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER
COMPONENT	METRIC					
Personnel	A-Team Leader	1	1	1	1	
Personnel	Deputy A-Team Leader	1	1			
Personnel	A-Team Member	6	3	2	1	
Personnel	National Guard A-Team Member	2	1	1		
COMMENTS:	Training	Understanding EMAC Course, NEMA EMAC A-Team Training Course, ICS-100, -200, -300; IS-700.a, IS-800.b Recommended: IS-703.a, IS-706	Understanding EMAC Course, NEMA EMAC A-Team Training Course, ICS-100, -200, -300; IS-700.a, IS-800.b Recommended: IS-703.a, IS-706	Understanding EMAC Course, NEMA EMAC A-Team Training Course, ICS-100, -200, -300; IS-700.a, IS-800.b Recommended IS-703.a, IS-706	Understanding EMAC Course, NEMA EMAC A-Team Training Course, ICS-100, -200, -300; IS-700.a, IS-800.b Recommended IS-703.a, IS-706	

Resource:	EMAC Advance Teams (A-Teams)					
CATEGORY:	Incident Management			KIND:	Team	
COMPONENT	MINIMUM CAPABILITIES:	TYPE I	TYPE II	TYPE III	TYPE IV	OTHER
	METRIC					
NOTES:	<ul style="list-style-type: none"> <li>All EMAC A-Team personnel must be qualified by NEMA through successful completion of the EMAC Advance Team Operations Course.</li> <li>A-Team Leaders must have past deployment experience on an EMAC A-Team, <b>or extensive operational experience in disaster response</b>. The NCS may, with concurrence of the Requesting State, designate the A-Team Leader.</li> <li>A-Team Leaders report to the EMAC Authorized Representative, Designated Contact/EMAC Coordinator or other designee in the Requesting and/or Assisting State. Deputy A-Team Leaders, A-Team Members and National Guard A-Team Members report to the A-Team Leader.</li> <li>EMAC A-Teams function under the command and control of their home state leadership but are under operational control of the Requesting State for the duration of their mission.</li> <li>Typing scheme denotes the minimum capabilities and staffing recommendations. Staffing of A-Teams may be expanded or contracted as needed.</li> <li>A-Team roles, responsibilities, forms, recommended equipment, checklists, and other mission guidelines are found the EMAC A-Team Standard Operating Guidelines (A-Team SOG) available at <a href="http://www.emacweb.org">www.emacweb.org</a>.</li> </ul>					
PERSONNEL:	<ul style="list-style-type: none"> <li>Deputy A-Team Leader: Performs tasks as assigned by the Team Leader and assumes the duties of the A-Team Leader during his or her absence.</li> <li>A-Team Member: Performs duties assigned by the A-Team Leader. May be assigned to perform functions in planning, operations, logistics, and finance/administration when the A-Team is organized using ICS principles.</li> <li>National Guard A-Team Member: A member of the National Guard selected by the Adjutant General based on training and experience in National Guard operations and logistics. Typically performs duties in support of requests for, and deployment of, National Guard Resources. Can perform any duty assigned by the A-Team Leader. May be assigned to perform functions in planning, operations, logistics, and finance/administration when the A-Team is organized using ICS principles.</li> </ul>					

- b. States should anticipate requesting an A-Team **at some point** in the future and be prepared to provide adequate workspace and logistics support to an A-Team whenever one is deployed to their state EOC or other duty station.
  - i. Workspace should consist of two workstations (at a minimum) equipped with telephones and computers (with the latest version of internet browsers) **internet** access, and e-mail capability.  
Note: The REQ-A may stipulate that the A-Team bring computers as part of the equipment needed to complete the mission.
  - ii. States should have a dedicated email address for the A-Team to receive and reply to e-mails.
  - iii. Access to survivable/redundant communications networks.
- c. If a Member State uses a particular operations management software (i.e., WebEOC, D-LAN, E-Team, etc.), an individual who is familiar with the Requesting State's computer technology and mission tracking system software should be accessible to connect and train the A-Team members on use of the system upon arrival.
- d. The EMAC A-Team workspace should be established and reflected in the state

EOC organization chart and floor plan.

- e. The A-Team must have access to an EMAC Authorized Representative that is able to assign mission requests and sign EMAC Requests for Assistance (REQ-As) in a timely fashion.
- f. The Assisting State should **coordinate with the Requesting State to** pre-arrange travel, transportation and lodging accommodations for deploying personnel, **or ensure deploying personnel are self-contained and self-supporting if normal accommodations are not available.**

## 2. Criteria for Selecting A-Team Members

A-Team members should be disaster experienced, adaptable to high stress environments, capable of working without direct supervision, and fully knowledgeable of EMAC policies, procedures and web-based tools.

Personnel selected to serve as A-Team members should be able to readily deploy for a minimum of a two-week mission. Due to the unpredictable nature of disasters, deployments may require limited prior notice.

A-Team members responsibilities put them in a critical response support role when large scale disasters occur, and a positive outcome may well depend upon the quality work of an A-Team in the procurement of resources. Your A-Team members should be among the very best of your personnel.

### a. Disaster Experience

A-Team members with previous disaster experience will be more familiar with the rhythm of a developing disaster, and have a sense of what to expect as the event develops.

Experienced A-Team members will also better understand the urgency of finding and securing resources when requested by the Authorized Representative. They will also better understand the need to manage and track all EMAC resources within **the EOS for documentation of EMAC activity.**

All A-Team members have to start gaining experience at some point. It may not be possible, or advantageous to choose all experienced members for an A-Team. However, start with the experienced personnel, and fill in with smart, quick learners who have the ability to accept guidance and coaching from the experienced members of the team. Mentor the new members until they gain the necessary experience.

b. Adaptability

No two A-Team deployments will be exactly the same. Disaster events vary, different states will be affected, EMAC resource needs will be different with every disaster, and affected states organizational structure and disaster management procedures will vary. A-Team members responding to a requesting state will have to adapt to the work environment and the disaster management practices of the requesting state.

States will operate different automated/web-based critical incident management systems. The EMAC Operations System (EOS) will be common to all EMAC member states. A-Teams will have to gain expedient training on the internal critical incident management system, but all requests for assistance and EMAC reports will be completed in the EOS.

States will have varying ability to house and provide for logistical support for responding EMAC resources and personnel. A-Team members may find living conditions to be primitive and difficult. Always respond as self-contained and self-supporting as possible.

Managing disasters is stressful work. A-Team members need to be aware of the social, political and economic issues associated with the impact of a major disaster, and provide positive support to the affected state's leadership team. EMAC is a problem solving, solution oriented mutual aid program. A-Teams work directly for the Requesting State's Authorized Representative.

c. Working without Direct Supervision

The A-Team is responsible for working without direct supervision from the Authorized Representative to identify assets that meet the mission requirements in both the Requesting and Assisting States.

d. Knowledge of EMAC Policies, Procedures, and Tools

To successfully implement the EMAC process, A-Team members must successfully complete EMAC A-Team training requirements and maintain their A-Team skills (as described, below). They must also practice, on a regular basis, with the EOS so they maintain their skills and ability to use the system during real events.

Advance Team (A-Team) Standard Operating Guidelines (A-Team SOG) can be found on the EMAC website ([www.emacweb.org](http://www.emacweb.org)).

e. A-Team Training and Qualification

A-Teams are trained on the EMAC A-Team Standard Operating Guidelines, the EOS, and the use of reports available through the EOS.

Initial A-Team Qualification Standard

A-Team personnel are selected by the state emergency management agency as they could be used in-state or deployed out of state in support incident states requesting resources under EMAC. All candidates for A-Team qualification selected by the state emergency management agency should have completed the following:

- Understanding EMAC Course (E431 at EMI or online)
- NEMA sponsored EMAC A-Team Training Course
- ICS-100
- ICS-200
- ICS-300
- IS-700.a-An Introduction to the National Incident Management System
- IS-800.b-An Introduction to the National Response Framework

It is further recommended, but not required, that A-Team Members take the following:

- IS-703.a-NIMS Resource Management Course
- IS-706-An Introduction to NIMS Intrastate Mutual Aid

Upon completion of the initial A-Team qualification (as defined above), personnel are qualified for a period of two (2) years. To remain qualified, personnel must participate in a re-qualification activity (as defined below).

Re-qualification Activities

To remain A-Team qualified and eligible to deploy on an EMAC mission, personnel should complete at least one of the following every other year to count as an “A-Team refresher”:

- Serve as an A-Team member deployed to a Requesting State

- Serve as in-state A-Team support to an Assisting State
- Participate in an exercise that utilizes the EOS as an A-Team member
- Participate in a NEMA sponsored webinar or refresher training
- Re-take the NEMA EMAC A-Team Training Course

f. A-Team Exercise Programs

Regular practice with the EOS and review of EMAC operational procedures is the responsibility of the A-Team members in each Member State. It is suggested and encouraged that Member States establish an exercise program so A-Team members are kept up-to-date on current EMAC policies and procedures, and maintain a level of proficiency with the EOS. Many states have found monthly exercises to be very beneficial to maintain readiness.

Periodically, a Member State will conduct a full scale exercise and include EMAC operations as a part of the exercise. Potential Assisting States are given notice in advance and may voluntarily participate. These opportunities offer excellent training and practice for A-Team members.

## D. National EMAC Liaison Team

Coordinating the state response through EMAC with the Federal Emergency Management Agency/Department of Homeland Security (FEMA/DHS) at FEMA headquarters is the responsibility of the National EMAC Liaison Team (NELT).

The NELT is requested by FEMA/DHS. If states are actively requesting/deploying resources through EMAC when the request is received, a team will be identified by the NCS and deployed to the National Response Coordination Center (NRCC) at DHS/FEMA Headquarters in Washington, D. C.

The NELT serves as a liaison team representing all aspects of EMAC (NEMA, the NCS, and the EMAC Member States). The role of the NELT is to share situational awareness with EMAC Operational Components, FEMA, the Emergency Support Functions (ESFs) and to discuss/resolve issues that arise during the operation, on behalf the EMAC Member States. The NELT may need to contact EMAC A-Teams to validate information or obtain situational awareness that was not shared through the EMAC Operations System or on the daily EMAC Coordination Calls.

The NELT may be comprised of one or more persons experienced in EMAC operations.

The composition of the NELT is dependent on mission requirements.

While the NCS identifies the NELT team, the EMAC Member States are responsible for recommending personnel to serve on the NELT. The mission is unique, and requires individuals with experience and the ability to engage with the Federal level management team.

The Standard Operating Guidelines for the NELT are in the NELT SOG which can be found on the EMAC website ([www.emacweb.org](http://www.emacweb.org)).

## E. Regional EMAC Liaison Team

In a large scale disaster, there may be the need to coordinate the state response through EMAC with the Federal Emergency Management Agency/Department of Homeland Security (FEMA/DHS) at the FEMA regional office in which the **affected** state resides. This is the responsibility of the Regional EMAC Liaison Team (RELТ). The RELТ is requested by FEMA/DHS. If states are actively requesting/deploying resources through EMAC, a team will be identified by the NCS and deployed to the requesting Regional Response Coordination Center (RRCC).

For a major, multi-state disaster, a liaison team may, upon the request of DHS/FEMA and the approval of both NEMA and the NCS, be deployed to a FEMA Regional Response Coordination Center (RRCC). A coordinating team deployed to a RRCC is referred to as a Regional EMAC Liaison Team (RELТ). Standard operating guidelines for the RELТ can be found on the EMAC website at [www.emacweb.org](http://www.emacweb.org). The RELТ may be comprised of one or more A-Team trained personnel who are knowledgeable on EMAC procedures. The composition of the RELТ is dependent on mission requirements.

EMAC Member States are responsible for the identification of personnel to fill the RELТ. The mission is unique, and requires individuals with experience and the ability to engage with the Federal level management team.

## F. EMAC Operational Levels

There are three EMAC operational levels: Level 3, 2, and 1. EMAC levels of operation reflect that Operational Components are

Level 3	Monitoring
Level 2	A-Teams Activated
Level 1	All Functions Activated



activated and indicate the scope of the incident. The operational levels are designed to mirror most state and federal operations levels and have worked effectively and seamlessly within the National Incident Management System (NIMS).

**Level 3:** During day-to-day monitoring and supporting states with operational activities, NEMA and the NCS are at a Level 3 operation. Should a state be managing an incident and requesting resources through EMAC, they are utilizing their internal A-Team.

**Level 2:** Once a state requests an EMAC A-Team to be deployed into their state, EMAC is automatically at a Level 2 operation.

**Level 1:** The deployment of a NELT or a RELT ramps the EMAC operational level to a 1 indicating all operational components are fully engaged.

## IV. Standard Operating Guidelines

This section delineates the responsibilities incumbent upon each EMAC Member State and establishes Standard Operating Guidelines for the five phases of EMAC operations: 1) Pre-event Preparation, 2) Activation, 3) Request and Offer, 4) Response, and 5) Reimbursement.

### PRE-EVENT PREPARATION

### ACTIVATION

### REQUEST & OFFER

### RESPONSE

### REIMBURSEMENT

#### *The EMAC Process:*

- comprises five distinctive phases
- involves states *affected* by an emergency as well as states *assisting* them
- begins *before* emergency occurs
- ends when Requesting State reimburses Assisting State

### A. Pre-Event Preparation

Under EMAC Article III, it is the duty of each Member State to formulate internal procedural plans and programs and to stand prepared to request or provide interstate mutual aid to other Member States.

Member State internal procedures should, at a minimum:

1. Establish an EMAC training program that provides awareness of EMAC to state and local elected and appointed officials.
2. Develop a standard operations guide for the implementation and utilization of EMAC as both a Requesting and Assisting State. The following should be included in the guidebook:
  - a. Establish procedures for requesting and receiving assistance under the compact.
  - b. Define the 24/7 systems for receiving and dispersing EMAC broadcasts.
  - c. Establish procedures for reimbursement of EMAC claims as both a

- Requesting and Assisting state.
- d. Establish processes for utilizing local/state government level and other available resources to fill both intrastate and EMAC requests.
  - e. Establish pre-deployment briefing process/checklist for personnel assigned to EMAC missions in another state.
  - f. Develop procedures for transitioning EMAC duties back to the in-state A-Team following the demobilization of an external A-Team.
3. Conduct a hazard analysis and capability assessment to determine where resource gaps exist, and specifically what types of mutual aid resources may be needed. Conduct pre-planning for the sharing of resources through EMAC with neighboring states.
  4. Conduct NIMS Resource Typing and develop Mission Ready Packages (MRPs) for internal use and for EMAC deployments, and maintain an inventory of available MRPs.
  5. Designate a sufficient number of Authorized Representatives and Designated Contacts to implement EMAC. Authorized Representatives have the Governor's authority to request or to deploy mutual aid assets thus committing the spending of state funds. EMAC recommends a minimum of three Authorized Representatives to ensure availability of a designated Authorized Representative with signature authority at all times.
  6. Designate one individual to be the "lead" on EMAC as an EMAC Coordinator.
  7. Designate and train a minimum of two Type IV A-Teams. Details on A-Teams may be found on the EMAC website in the A-Team Standard Operating Guidelines.
  8. Follow the "typing" guidance provided for EMAC A-Team assets when requesting or deploying EMAC A-Teams.
  9. Anticipate requesting an A-Team at some future time and thus be prepared to provide adequate workspace and logistics support to an A-Team whenever one is deployed to their state EOC or other duty station. Workstations should have all the necessary equipment, communications, and connectivity to the internet. Should the state not have the necessary equipment, they should request that the A-Team bring laptops as part of their equipment.
  10. Develop legislation, intrastate mutual aid agreements, or memorandums of understanding with locals, volunteer agencies, and private sector (if allowed under state law) to deploy seamlessly through EMAC.
  11. Maintain Contact information for EMAC Authorized Representatives and Designated Contacts on the EMAC website. Current key state personnel contact information and member state profiles can be found on the EMAC web site ([www.emacweb.org](http://www.emacweb.org)).

12. Develop an EMAC training and exercise program that involves stakeholders at the state and local levels of government and others that may be eligible to deploy through EMAC such as volunteer agencies and private sector.
13. Develop an EMAC Training Program
  - a. NEMA offers EMAC training on a regular basis including eLearning opportunities. States are encouraged to take full advantage of the training programs made available through NEMA as a part of their EMAC program development. Current EMAC courses, EMAC related webinars, and training schedules may be found on the EMAC website at [www.emacweb.org](http://www.emacweb.org).
  - b. States are encouraged to develop their own training programs for mutual aid stakeholders to inform them about internal policies and procedures for the implementation of intrastate and interstate mutual aid. Regular training and practice with the EOS is also encouraged. The NEMA website provides a number of training resources that states can utilize to establish or enhance their training programs.
  - c. NEMA has provided a model EMAC training and exercise guide that could be adopted in part or complete for use by individual member states. The guide may be found on the EMAC website in the library under the EMAC Operations Manual.
14. Develop an EMAC Exercise Program

Each Member State should factor EMAC into at least two or more exercises annually. The state can choose to be either a Requesting State or an Assisting State depending on the exercise scenario. It is recommended that one of the exercises incorporate the use of local resource providers.

## B. Activation

Article 1 of EMAC law, Purpose and Authorities states that the purpose of the compact is “to provide for mutual assistance between the states entering into this compact **in managing any emergency or disaster that is duly declared by the governor** of the affected state(s)”.

While a state can complete activation procedures prior to a declaration, they cannot receive assistance through EMAC until a Governor’s declaration is in place.

1. Requesting State responsibilities:
  - a. Confirms that the Governor has declared a State of Emergency in his or her state.

- b. Evaluates current inventory and anticipated needs to identify potential gaps in response capability. Verifies the need for assistance (personnel, equipment, skills, services, etc.).
- c. Stands up their in-state A-Team.

Notes:

- If an EMAC event is opened, there is need for the A-Team to be in place.
  - Unless the A-Team is also an EMAC Designated Contact or EMAC Authorized Representative, they do not automatically have access to events within the EMAC Operations System.
- d. Determines the need for an external A-Team, and coordinates with the NCS to secure an A-Team if needed.
  - e. Opens an EMAC Event within the EMAC Operations System. Note: States are encouraged to only open an event if they anticipate requesting resources.
  - f. Posts a SITREP (situation report) on the EMAC website and broadcast it as deemed appropriate.
  - g. States should consider standing up a Reception Center based upon the magnitude of the event to check in/out deploying resources.
2. Assisting State responsibilities
- a. For large scale disasters, activate an internal A-Team to monitor activity from the affected states.
  - b. Prepare to offer assistance when requested from affected state(s).
  - c. Evaluate current activities and determine availability of response assets.
  - d. Seek approval from EMAC Authorized Representative to offer assistance.
3. National Coordinating State responsibilities:
- a. Establish communications with the Requesting State to determine the need for A-Team personnel.
  - b. Schedule daily or as required conference calls among EMAC Operational Components and Requesting State.
  - c. Resolve policy and procedure issues in coordination with the NEMA EMAC Program Director.
  - d. Coordinate communications with EMAC Operational Components, EMAC Leadership, Requesting State(s), Assisting State(s), and EMAC Advisory Group membership.
4. NEMA EMAC Program Director responsibilities:
- a. Assist Requesting State with the EOS as needed.

- b. Coordinate communications with EMAC Operational Components, EMAC Leadership, Requesting State(s), Assisting State(s), and EMAC Advisory Group membership.
- c. Work with NCS to schedule conference calls as needed.
- d. Resolve policy and procedure issues in coordination with the NCS.

## **C. Request & Offer**

Detailed information on the request and offer process and how the A-Team uses the EOS to facilitate requests and offers can be found in the A-Team Standard Operating Guide on the EMAC website ([www.emacweb.org](http://www.emacweb.org)).

### **1. Assessing Resource Needs**

- a. Assess current response inventory against the requirements of the current or developing disaster situation.
- b. Determine sources for resource gaps.

### **2. Availability of EMAC Authorized Representatives**

Ensure an EMAC Authorized Representative is available at all times to process requests and offers of assistance and to sign EMAC REQ-A's in a timely fashion.

### **3. Availability of A-Teams**

- a. Stand up your internal NEMA qualified A-Team.
- b. Remind A-Teams that they do not have the authority to financially obligate a state to request or provide assistance unless the individual is also an EMAC Authorized Representative.
- c. Review EMAC procedures.

### **4. Requesting Assistance**

- a. In an effort to accurately provide the needed resources, Requesting and Assisting States are encouraged to use clear and concise communication that will clarify the request and assist in the understanding of both the request and offer. Direct coordination between Requesting and Assisting States, ESF counterparts, operations personnel or others who are ultimately engaged in using or providing the specific resource is essential. All parties are encouraged to communicate directly, to the fullest extent possible, during request and offer negotiations to ensure that a clear understanding of what is being requested and provided and the terms of the assistance are clearly understood by both parties. States are encouraged to utilize NIMS Resource Typing and Job Positions

- Qualifications to identify minimum resource and personnel requirements.
- b. A-Teams receive resource requests from EMAC Authorized Representatives or receive approval to source a resource need.
  - c. A-Teams enter requests for assistance into the EOS. Once entered and published, EMAC Member States will be able to see the request and enter offers of assistance.
    - i. Requests may be uploaded from a pre-scripted REQ-A Section I using the Microsoft Excel workbook and the EOS.
    - ii. States may work with NEMA to establish a data connection between their WebEOC software and the EOS whereby requests for assistance will automatically populate in the EOS as draft resource requests.
  - d. A-Teams may use the EMAC Broadcast system to email their request for assistance to individuals, specific states, or states with in FEMA regions.

### 3. Assisting State: Offering Assistance

- a. Upon receipt of a resource request, the Assisting State's key EMAC personnel (EMAC Authorized Representative, EMAC Designated Contact, or A-Team) confirm the availability of the resources being requested.
- b. Assisting States are to make available resources in their state to include local government personnel. There are four primary enabling mechanisms used by states:
  - 1. Legislation
  - 2. Memorandum of Understanding or Agreement (MOU/MOA)
  - 3. Intergovernmental agreement
  - 4. Governor Executive Order
- c. Upon verbal approval by the Assisting State Authorized Representative, the Assisting State's A-Team may enter an offer of assistance into the EOS. The verbal approval authorizes the A-Team to move forward with the intent of completing a REQ-A. Assisting States should offer no more than what can be actually and expeditiously provided to fill the request so that other options can be pursued by the Requesting State to fill mission shortfalls.
- d. Offers of assistance may be pre-scripted using the REQ-A Section II or a MRP and uploaded into the EOS. MRPs within the Mutual Aid Support System (MASS) may be selected from within the EOS.
- e. Offers of assistance include all cost estimates for the personnel, equipment, commodities, travel, and other categories.
- f. Names and contact information should be entered for all personnel being

deployed on an EMAC mission so they may be tracked and accounted for while they are deployed. (Member States should follow NEMA/EMAC guidance for the protection of personal information of responders being deployed on any EMAC mission.)

#### **4. Requesting State: Accepting/Declining the Offer of Assistance**

- a. Once entered and published, the Requesting State A-Team will be able to see the offer, and with the approval of the AR, to accept or decline.
- b. Once the offer of assistance is accepted, the Requesting and Assisting State will complete the REQ-A through the EOS.

#### **5. Procedures for Executing the Request for Assistance (REQ-A)**

- c. EMAC allows for Member States to request and provide assistance verbally and in writing. Verbal agreements made between EMAC Authorized Representatives must be confirmed by completing the REQ-A Form within 30-days of the verbal request (EMAC Article III. B.). Caution should be used for verbal agreements as they are legally binding.
- d. All requests and offers must be completed within the EOS to ensure the integrity of data. Should the internet be down or the A-Team does not have access to the EOS, a state may use the Microsoft Excel REQ-A Form found on the EMAC website. Once access to the EOS is established, the mission data must be entered into the system to ensure data integrity by uploading the REQ-As into the system by the Requesting and Assisting States.
- e. The REQ-A is not valid until all three sections are signed by both the Requesting and Assisting States EMAC Authorized Representatives at which time it becomes a legally binding agreement.
- f. The EOS facilitates the completion of the REQ-A after an offer of assistance is accepted. REQ-As are generated through the EOS and printed, signed, and scanned into the EOS.
- g. The REQ-A Form has three sections:
  - i. Section I is the request. Completed by the Requesting State.
  - ii. Section II is the offer. Completed by the Assisting State.
  - iii. Section III is the acceptance of the offer. Completed by the Requesting State.
- h. REQ-A Amendments
  - i. Should the assistance provided or the terms and conditions change at any time through the course of the mission, or should an extension of the deployment period be necessary, the REQ-A should be amended



using the EOS.

- ii. The Requesting and Assisting State will update the data fields within the EOS and then add a REQ-A Amendment. The Amendment will be completed by obtaining the signatures of the EMAC Authorized Representatives and uploaded into the EOS. All three sections of the REQ-A Amendment must be completed for the amendment to be legally binding.
- i. Duplicating a Resource Request in EOS
  - i. The EOS makes it possible for a Requesting State to duplicate an existing resource request. This option should be used when an amendment to a mission is not appropriate (a new REQ-A is required) or when requesting a resource that is similar to one already requested within that event.
  - ii. The A-Team will select the “duplicate request” icon within **the** EOS which will make an exact copy of the request with a new tracking number.
  - iii. The request will have to be updated with the current needs/dates prior to publishing.

1.

## **2. EMAC Broadcast Functionality**

The EMAC Broadcast functionality is to be used for resource requests and situation reports to EMAC Designated Contacts and EMAC Authorized Representatives. States should refrain from entering requests for assistance into the EOS and sending it out as a broadcast if they are inquiring for availability. The system should only be used for resources that are intended to result in an EMAC mission. Should you need assistance pre-identifying a resource, the A-Team or NEMA/NCS are able to make inquiries to states.

## **D. Response**

Once a REQ-A has been completed in **the** EOS or the EMAC Authorized Representatives have verbally agreed on the terms of the mission within the 30-day provision, the personnel and equipment must be mobilized, deployed, and demobilized or the service/commodity provided.

States should utilize reports in the EOS to track mobilizing/demobilizing personnel,

track costs, and share reports from EOS with Finance/Administration, Operations, Logistics, and Planning as appropriate.

Through available technology, some EMAC missions may be able to be accomplished virtually without the physical deployment of personnel and equipment. Examples are: virtual A-Team, GIS mapping, weather forecasting, and shelter management in an Assisting State

Mobilization, deployment and demobilization are detailed as follows:

### **1. Mobilization**

Mobilization is the process of notifying the responding personnel that they will be deploying on an EMAC mission, activating the individual, team or Mission Ready Package, and addressing logistical support that will be needed throughout the mission.

Through available technology, some EMAC missions may be able to be accomplished virtually without the physical deployment of personnel and equipment. Examples are: virtual A-Team, GIS mapping, weather forecasting, and shelter management in an Assisting State.

Assisting State A-Team personnel or EMAC Designated Contacts should send the individual or team leader a Mission Order Authorization Form (Mission Order) from the EOS and review the Mission Order as well as other pertinent information during a pre-deployment briefing. Personnel should be given adequate time between the notification of the mission and deployment to complete personal business.

Note: While the Mission Order is designed to assist Deploying Personnel, it may be prudent in politically sensitive missions to not send the Mission Order and instead review all mission information directly with the Deploying Personnel.

The pre-deployment briefing should cover the following:

- a. Define the scope and details of the mission and the role of the deploying team in addressing and completing the mission.
- b. Explain when the deployment will begin, and how long the mission will last.
- c. Existing deployment conditions where the work will be performed.

- d. Hazardous conditions requiring protective clothing, current vaccinations, and health and safety concerns. Concerns about protecting the identity of the deployed personnel should be addressed based on the potential for threats to the deployed personnel.
- e. Where personnel should report to upon arrival in the Requesting State. This may be a reception center or the actual deployment location.
- f. Contact information for the Assisting State A-Team or EMAC Designated Contact.
- g. Address logistical support for deploying teams:
  - Transportation and fuel for vehicles
  - Lodging
  - Meals
  - Disaster environment issues/concerns
  - Communications
  - Availability of ATMs
  - Badging/identification required
- h. Review items to consider bringing on the deployment.
- i. Review the deployment checklist.
- j. Review the demobilization checklist.
- k. Review documentation required for reimbursement to ensure deploying personnel understand what are considered to be eligible costs and specifically what documentation is required.
- l. Review the code of conduct for deploying personnel.
- m. Communicate any changes to the mission, deployment dates, or mission costs to the home state emergency management so an amendment can be completed on their behalf.

## 2. Deployment

Deployment includes all of the actions necessary to get the responding mutual aid resources from home station to the affected state, and the conduct of the mission.

- a. Deployment and Requesting State Reception Center
  - i. It is recommended that requesting states plan for and be able to establish a reception center for responding out-of-state personnel and equipment. All deploying and demobilizing EMAC teams and personnel would be required to check in at the Requesting State's reception center

- to receive an up to date mission briefing.
- ii. Arriving teams and personnel must have:
    - An EMAC Mission Order Authorization Form
    - Driver's license or state issued identification
    - Agency issued identification
    - Necessary equipment to perform the assigned mission.
    - Credentials to support any skilled mission requirements (medical/health/etc.)
    - Personal clothing, supplies and equipment to support the mission length of stay.
  - iii. Reception centers should provide an official identification badge to EMAC responders for use while executing their assigned missions.
  - iv. Reception center personnel should verify through conversation with responding team leaders EMAC responders have:
    - A clearly defined mission and an assigned mission order.
    - Adequate equipment and supplies to accomplish the mission.
    - An identified point of contact at the mission location.
    - Clear directions to the mission location.
    - Arrangements for meals and lodging.
    - A clear understanding of the disaster environment and the living/working conditions at the mission location. Including any concerns and need to conceal identity of the EMAC responders.
    - A safety plan for their personnel under the current disaster conditions.
    - A clear understanding of the reimbursement requirements.
- b. Deployed Resources: Rendering services
- i. Responding teams and personnel have been requested and deployed to deliver a professional service. They should be adequately trained and certified to perform the mission requested.
  - ii. Missions should be clearly defined with beginning and ending dates and a specific set of tasks to be accomplished.
  - iii. Changes to mission assignments may require an amendment to the REQ-A, or the development of a new REQ-A.
  - iv. At the conclusion of a mission, all personnel will check out through the Requesting State's reception center to be debriefed, provided with reimbursement instructions, and to be accounted for prior to demobilization.

c. Supporting Deployed Resources

- i. While resources are deployed, the Assisting State A-Team or EMAC Designated Contact should conduct personnel accountability reporting with teams to monitor teams for issues. As issues are identified, they can work for resolution.
- ii. Amend REQ-As, as needed utilizing the EOS.

### 3. Demobilization

Demobilization is the process of releasing mutual aid assets following the completion of their assigned mission and returning them safely to their home station.

When missions have been completed, personnel and equipment need to be demobilized and returned home. The process should include a debriefing for personnel, accountability for all personnel and equipment, travel home, and check-in at home station.

- a. Once the team (personnel) has completed its mission, there should be a designated location for them to check out and be debriefed before they start the travel to home station.
- b. Check out should include accountability for all equipment, personnel and other assets committed to the successful completion of the mission. Any damaged equipment should be noted, documented, and acknowledged by the Requesting State before the EMAC responders depart for home.
- c. Responders should be given the opportunity to comment on the scope and success of their mission. Any difficulties, unforeseen hazards, or issues should be brought to the attention of the Requesting State.
- d. Opportunities for improvement should be noted.
- e. Reimbursement procedures should be discussed, and any necessary forms provided.
- f. Responders travel home.
- g. Responders notify Assisting State A-Team or EMAC Designated Contact once they have arrived at home station.
- h. Complete a post-deployment survey. At the discretion of NEMA and the EMAC ETF Chair, an EMAC Post-Deployment Survey may be developed. The results of the survey will be used to evaluate EMAC operations **results** and identify outcomes to improve EMAC documents and training materials.

## E. Reimbursement

All parties to an EMAC mission have responsibilities for the reimbursement process. These parties include Requesting States, Assisting States, Resource Providers (state agencies, units of local government and other entities deployed by an Assisting State as legal agents of the state) and personnel deployed by a Resource Provider. While the reimbursement process starts when Deployed Personnel return home and ends when a Requesting State reimburses the Assisting State, there are responsibilities during the mission such as the maintenance of documentation. Each party to the reimbursement process is dependent upon the prior party's completing its responsibilities promptly and effectively in order to complete its own role in the reimbursement process.

Guidelines for reimbursement follow the EMAC Articles of Agreement, basic accounting principles, as well as Member State and Resource Provider procedures. This section provides guidance on reimbursement and describes the types of costs that are eligible and ineligible for reimbursement. It also details specific forms to be used and the types of documentation to be submitted with a claim for reimbursement as well as the suggested timelines for each step of the reimbursement process.

A properly executed Request for Assistance (REQ-A) authorizes the EMAC mission and constitutes a legally binding agreement between two states. Upon accepting resources offered by another EMAC Member State, the Requesting State is financially obligated to reimburse the Assisting States for expenses incurred in performance of the EMAC mission. Self-dispatched resources that deploy without state authorization are not recognized under the Compact and are not eligible for reimbursement.

Reimbursement under the Compact is not dependent upon receipt of Disaster Relief Funds that are available through the Federal Emergency Management Agency (FEMA) after the president declares a major disaster or emergency. The Requesting State may seek funds from FEMA or any other sources, but its obligations under EMAC law to pay for services rendered are not contingent upon receipt of said funds.

### A. Member State Reimbursement Responsibilities:

1. EMAC Article II states that party states should consider all available state, local, volunteer and privately owned resources when responding to an EMAC request.

*Note:* It is legally advisable for each state to ascertain its statutory authority for utilizing local government, private and volunteer resources for EMAC purposes prior to deployment. This may include the need for the state to enter into a separate agreement with a local or private entity to ensure it receives funds to reimburse the responding state(s).

2. EMAC Article III assigns each party state the duty to formulate internal procedural plans and programs and to stand prepared to request interstate mutual aid or provide aid to other party states. Each party state must develop an internal process for receiving and sending assistance, including the timely preparation and review of claims for reimbursement or the donation of services.
3. Article IX of the Compact provides that any state “rendering aid in another state pursuant to this compact shall be reimbursed by the party state receiving such aid for any loss or damage to or expense incurred in the operation of any equipment and the provision of any service in answering a request for aid and for the costs incurred in connection with such requests; provided, that any aiding party state may assume in whole or in part such loss, damage, expense, or other cost, or may loan such equipment or donate such services to the receiving party state without charge or cost; and provided further, that any two or more party states may enter into supplementary agreements establishing a different allocation or costs among those states. Article VIII expenses shall not be reimbursable under this article.”

## **B. Reimbursement Implementation:**

Each Member State is sovereign, and as such, the in-state travel policies and required documents to process reimbursement under the Compact will vary from state to state. EMAC Member States have passed EMAC as law and have agreed to follow the reimbursement guidelines approved by the EMAC Committee for this purpose.

Regardless of the differences from state to state, the accurate collection, preparation and submission of documentation and the coordination of the reimbursement process by a Member State will expedite the payment of claims for reimbursement.

Member States have agreed to use the EMAC REQ-A Form (REQ-A) for the implementation of EMAC. Once the REQ-A is duly executed by the EMAC Authorized Representatives of both Member States, the REQ-A constitutes a legally binding contract.

### Considerations:

1. In accordance with Article III (A)(6) of the EMAC Articles of Agreement, and in the spirit of mutual aid, Resource Providers and Assisting States may determine to waive reimbursement for some or all of the costs related to the mission.
  - a. Partial waiver of reimbursement: The Assisting State should send a letter within 45 days upon completion of the mission indicating the intention of the Assisting State to exercise a partial waiver of the reimbursement. The amount to be waived should be clearly stated and included in the cover letter attached to the Assisting State's reimbursement package and forwarded to the Requesting State for action.
  - b. Full waiver of reimbursement: The Assisting State should send a letter within 45 days upon completion of the mission indicating the intention of the Assisting State to exercise a full waiver of the reimbursement.
2. Each Member State should train emergency management staff and other organizations that may deploy resources in support of an EMAC mission. This training should explain the EMAC mission process, including how the reimbursement process works and what documentation will be needed to support a reimbursement claim.
3. The REQ-A is used to convey estimated reimbursable costs and costs for which an Assisting State will not seek reimbursement.
4. EMAC missions are valid only if they have been approved by the Requesting State and Assisting State through the REQ-A process or by verbal agreement that is followed up by the REQ-A paperwork within 30 days of the verbal request.
5. Differences in estimated costs and other conditions that warrant an amendment to the REQ-A must be communicated and agreed upon between Member States within a reasonable timeframe of the mission. Cost estimates in the REQ-A do not determine the final cost obligation of the Requesting State as referenced in Article IX of the Compact. The difference between the estimated and actual costs may necessitate an amendment to the REQ-A.
  - a. The basis of an amendment should be costs that are documented, justifiable and reasonable within the scope of the mission as described on the REQ-A. States may complete amendments to the REQ-A to update cost estimates or other conditions that are documentable, justifiable and reasonable. The Requesting or Assisting State may initiate an amendment to a REQ-A, and both Section II and Section III must be properly executed by Authorized Representatives of the Member States.
  - b. Suggested guidelines for amending a REQ-A include
    - Changes in lodging or food provisions
    - Changes in tour-of-duty dates
    - Necessary equipment repair or replacement



- Returning equipment to pre-deployment conditions
  - Errors in calculating personnel or fringe benefit costs
6. Deviations in cost projections or changes in the mission will require an amendment to the REQ-A, which must then be signed by both Member States' EMAC Authorized Representatives.
  7. Deviations to approved activities or estimated costs between a properly executed REQ-A and a reimbursement package must be supported by a good and reasonable justification. If expenses are incurred for actions not directly related to the mission, expenses will not be reimbursed.
  8. Any expenses claimed must be directly related to the performance of an official EMAC mission and must be supported by a REQ-A duly executed by the EMAC Authorized Representatives of both Member States.
  9. Claims for reimbursement document the expenses incurred during a deployment under the Compact. Claims are based upon the cost estimates provided in the EMAC REQ-A. Cost estimates may not reflect actual mission costs. Actual costs are determined by expenses incurred by the Resource Provider to perform the mission as described in the REQ-A and substantiated by documentation of costs.
  10. When an Assisting State prepares a reimbursement request package, it must be sure to provide details on expenses incurred in performing duties related to the EMAC mission and supply backup documentation to support the expenditures as described in the REQ-A scope of services.
  11. Before submitting an EMAC reimbursement package to a Requesting State, an Assisting State must thoroughly audit the package for completeness and to ensure that the expenses and supporting documentation being claimed are consistent with standard accounting practices and with the cost categories and estimates provided in the REQ-A.
  12. The standard EMAC reimbursement timeline outlines 45 days for each review cycle after each claim is received from the Resource Provider, the Assisting State and the Requesting State. Deployed personnel must submit their travel voucher as soon as possible after returning to their home state. Timely processing of required documentation and reimbursement of all parties involved are critical to success of interstate mutual aid, state cash management and the willingness of Member States to deploy resources in the future.
  13. Except in extenuating circumstances or where prohibited by state law or regulation, an Assisting State must audit and pay claims submitted by Resource Providers before submitting its claim to the Requesting State.
  14. A Requesting State should be reasonable when reviewing claims from an Assisting State. If the Assisting State has already audited and reimbursed the providing entity,

that Assisting State could be faced with unanticipated fiscal issues if not reimbursed completely for expenses in a timely manner.

15. Discussions between the Assisting State and the Requesting State, as well as the development of Requesting and Assisting State procedures for the reimbursement of EMAC claims, will help to resolve discrepancies and provide any special instructions needed. If needed, the states should engage the EMAC Authorized Representatives of the Member States to resolve any discrepancies.
16. Member States should consider the inclusion of an appeals process in their audit process so Resource Providers, Assisting States, and Requesting States may work together to resolve issues and problems.

## C. Eligible Reimbursable Costs

EMAC was intended to provide reimbursement for actual costs incurred during the execution of valid EMAC missions. All expenses incurred as described in the REQ-A (and amended REQ-A, if applicable) are eligible for reimbursement. Costs aggregated in the REQ-A are estimated costs until such time that the Resource Provider and Assisting State compile the reimbursement package and reconcile expenses.

Reimbursable expenses begin to be incurred when deployed personnel and/or assets initiate travel to the Requesting State and end when the personnel and assets return to their home states. In addition, certain expenses incurred for pre- and post-deployment activities can be eligible for reimbursement if the activities, timelines, and cost estimates are documented in Section II of the REQ-A and approved by the Authorized Representative of the Requesting State.

*Note: Credit card statements are not considered a valid document for the purposes of reimbursement.*

Cost categories and examples of eligible expenses under each cost category are as follows, however please note the requirements for documentation is mission dependent and at the discretion of the requesting state:

### 1. Personnel

Eligible Costs: Regular time salary, overtime salary and fringe benefits calculated at the regular rate utilized by the Resource Provider. (Backfill costs are normally not eligible but may be negotiated between the Requesting and Assisting States and, if authorized, must be documented on the REQ-A, and agreed upon by the Authorized Representatives of the Member States. Additionally, individual states may have laws or guidelines that will not accept backfill costs.)

Documentation: Daily work records/work logs, time and attendance records, payroll registers detailing personnel salaries and benefits.

### 2. Travel

*Air Travel*

Eligible Costs: Airfare (unless direct billed to the Requesting State) and baggage fees.

Documentation: Receipt from airline or travel agent indicating name of traveler, dates

of travel and total cost of ticket; receipt from airline indicating name of traveler, dates and cost of any baggage fees assessed; and boarding passes.

#### *Ground Transportation*

Eligible Costs: Cost of rental vehicles and fuel; cost of taxis and shuttles; parking fees; highway and bridge toll fees; cost of fuel for government-owned vehicles; personally-owned vehicle mileage utilizing federal GSA rates found at [www.gsa.gov](http://www.gsa.gov).

Documentation: Rental vehicle contract indicating name of renter, rental dates and fuel receipts; taxi and shuttle fare receipts; parking receipts; highway and bridge toll receipts; map showing vehicle route and daily vehicle usage logs indicating miles travelled.

### **3. Lodging**

Eligible Costs: Per-diem lodging rates utilizing federal GSA rates found at [www.gsa.gov](http://www.gsa.gov) or actual costs for lodging, except where costs were direct billed to the Requesting State, directly provided to deployed personnel (e.g., base camp or congregate care facility) or where lodging was non-existent and primitive conditions were present (e.g., personal tents). The lodging type should be documented on the REQ-A.

Documentation: Original receipts for lodging showing a “zero” balance.

### **4. Meals**

Eligible Costs: Per-diem meal rates utilizing federal GSA rates found at [www.gsa.gov](http://www.gsa.gov) or actual costs for food, except where costs were direct billed to the Requesting State, meals were directly provided to deployed personnel (e.g., base camp or congregate care facility), or there was another food service provider (e.g., American Red Cross, Salvation Army, VOAD). Meal provisions should be documented on the REQ-A.

Documentation: All meal costs will be calculated according to the policies of the Assisting State and/or the Resource Provider. Some states and Resource Providers utilize the federal GSA meal rates, while others reimburse a pre-determined amount or actual meal costs supported by receipts. Regardless of the methodology used, the Assisting State and/or Resource Provider policy documentation should accompany the reimbursement package.

### **5. Equipment**

Eligible Costs: Maintenance and operating costs (rates) for vehicles and machinery required to perform the mission.

Documentation: Copies of log sheets that indicate the dates and hours that the equipment was in use, and documentation substantiating maintenance and repair costs and gas, oil or other fluid consumption.

## **6. Commodities**

Eligible Costs: Consumables and other supplies and materials that are necessary to perform the mission as described in the REQ-A.

Documentation: Receipts for purchases and records substantiating the need for these purchases. Examples: office supplies, such as notebooks, staplers, paperclips, and pens; other consumable items generally needed to perform the mission.

## **7. Other**

Eligible Costs:

- a. Reasonable costs to repair or replace equipment damaged *during deployment* while performing the EMAC mission described in the REQ-A. These costs should take into consideration the depreciated value of the equipment and any insurance coverage available for the damage or loss.
- b. Costs relating to the decontamination of equipment and cleaning of personal protective equipment used in performing the mission as described in the REQ-A.
- c. Costs of purchasing and transporting supplies by the Assisting State as requested by the Requesting State (and approved in the REQ-A).
- d. Reasonable costs for maintenance and repair of equipment to restore it to pre-deployment condition.
- e. Replacement costs: All damaged, destroyed, totaled, contaminated or otherwise unusable items that were used on an official, fully executed EMAC mission (uniform, turn-out gear, etc.) should be considered as replacement and should be documented as such. Further, these items should be reported as damaged as soon as known to be so such that proper record keeping can take place.

Documentation: Pictures of damaged equipment, copy of insurance coverage, receipt for required repairs or decontamination and a narrative statement justifying the action for which the expenses was incurred.

If submitting maintenance costs, sending copies of maintenance records for months

prior to the deployment will substantiate the rates.

#### **D. Ineligible Reimbursable Costs**

EMAC was intended to provide reimbursement of actual costs incurred during the execution of valid EMAC missions. All expenses incurred as described in the REQ-A (and amended REQ-A, if applicable) are eligible for reimbursement. Any costs not agreed to in the REQ-A or in a REQ-A amendment are not eligible for reimbursement.

Such ineligible costs typically include the following:

1. Administrative costs associated with pre-deployment, response, and post-deployment functions or other costs incurred by Assisting States in responding to EMAC requests, unless otherwise mutually agreed upon by each Member State and stipulated in the REQ-A.
2. Costs for alcohol, tobacco, toiletries, and similar items.
3. Costs incurred by an entity who self-deployed without a valid REQ-A or with prior verbal consent of both the Assisting State and Requesting State EMAC Authorized Representatives but which were not followed up within 30 days by a written REQ-A.
4. Costs for items not specified in the REQ-A unless otherwise deemed justifiable by the Requesting State at a later date and supported by an amendment to the REQ-A or submission of valid supporting documentation in the reimbursement package that is accepted by the Requesting State EMAC Authorized Representative. This includes cost of equipment or items purchased during the mission that were not purchased for replacement or repair reasons.

#### **E. The EMAC Reimbursement Process**

The standard EMAC reimbursement process is initiated when deployed personnel submit documentation for travel and other expenses to the Resource Provider for payment, and the process ends when the Requesting State reimburses the Assisting State.

Each party to an EMAC mission must ensure that documentation relating to an EMAC claim for reimbursement is complete and fully supports the expenses incurred. Issues with insufficient documentation must be resolved between parties in a timely fashion. Specific responsibilities and documentation requirements in the four-step reimbursement process

for each party are as follows:

1. Deployed Personnel

Deployed personnel are responsible for preparing and submitting to their Resource Providers a travel voucher with approved daily time and attendance records, additional documents that may be required by the Resource Provider and other supporting documentation outlined above under Section C, Eligible Reimbursable Costs, of this reimbursement guidelines document.

Deployed personnel also assist the Resource Provider in preparing documentation for other expenses incurred during the deployment, including daily equipment use, claims for damaged items (machinery and personal protective equipment), maintenance or restoration of equipment to pre-deployment condition, contractual services and any other expense authorized in the REQ-A.

2. Resource Provider

The Resource Provider is responsible for auditing travel vouchers, reimbursing deployed personnel for travel expenses and paying other eligible expenses incurred in connection with the EMAC mission deployment.

All expenses incurred and paid by the Resource Provider are compiled and summarized by category of expense on an EMAC Intrastate Reimbursement Form (R-2).

A single EMAC Form R-2 is used for each EMAC mission performed by personnel of the Resource Provider and for which a single REQ-A was executed.

The Resource Provider's reimbursement package consists of the following documents:

- A. A completed Form R-2 with copies of supporting documentation attached, such as
  - 1) A copy of the fully executed REQ-A
  - 2) Copies of timesheets
  - 3) Work records
  - 4) Payroll vouchers/documents
  - 5) Travel expense reports/vouchers
  - 6) Travel policies and procedures
  - 7) Warrants/checks demonstrating proof of payment
  - 8) Receipts or invoices for purchased goods

- 9) Similar documents evidencing eligible costs incurred as outlined in the REQ-A
- 10) Other documentation as outlined under Section C, Eligible Reimbursable Costs, of this reimbursement guidelines document

- B. Cover letter on Resource Provider letterhead, officially transmitting the reimbursement package to the Assisting State and advising of any special instructions or other requirements the Resource Provider may have. (*Note: If a single Resource Provider had multiple deployments for the event, the completed reimbursement package may consist of multiple Form R-2s (one mission per REQ-A per each Form R-2) with supporting documentation for the EMAC mission and a cover letter.*)
- C. The Resource Provider should not submit incomplete claims to the Assisting State. Mission documentation must be completed before the claim is submitted. Any problems or issues with documentation should be discussed with the Assisting State and resolved prior to submission.

### 3. Assisting State

The Assisting State is responsible for auditing claims submitted by Resource Providers whose resources were deployed on EMAC missions and for reimbursing the Resource Providers for eligible expenses incurred.

The Resource Provider may be paid by the Assisting State following an audit and determination of eligible expenses or, depending on specific state law and regulations, after the Assisting State has first received funds from the Requesting State.

Once Resource Provider claims have been audited (and paid, if allowable), the Assisting State prepares its claim. The expenses relating to paid reimbursement claims of Resource Providers are summarized by category of expense on an EMAC Interstate Reimbursement Form (R-1).

Single reimbursement packages should be developed for each REQ-A.

Example 1: If one agency in a state completed the mission on a single REQ-A, the reimbursement package will consist of one EMAC Form R2 and one EMAC Form R1.

Example 2: Should multiple agencies comprise the mission of a single REQ-A, the reimbursement package would consist of multiple R-2 forms and a single R-1 form.

The Assisting State Reimbursement Package consists of the following:



- a. A completed EMAC Form R-1
  - b. A completed EMAC Form R-2 (or multiple EMAC Form R-2(s) should multiple agencies comprise a single REQ-A mission) and supporting documentation
  - c. Copies of state warrants or checks demonstrating proof of payment
  - d. A cover letter on Assisting State letterhead, officially transmitting the reimbursement package to the Requesting State. The cover letter may describe special instructions for remitting payment to the Assisting State, special cost coding that may be requested, IRS or employee tax ID number of the Assisting State Resource Provider, the name and contact information of the individual in the Assisting State who is responsible for compiling the reimbursement package, and any other information relevant to the payment of the claim.
4. Requesting State  
The Requesting State is responsible for auditing Assisting State claims and for issuing reimbursement payments to the Assisting States in a timely manner.

## F. Reimbursement Process Timeline

This section presents recommended reimbursement process timelines for deployed personnel, Resource Providers, Assisting States and Requesting States. It includes a standard timeline when all parties have sufficient funding immediately available to pay reimbursement claims and a timeline when all parties do not have sufficient funding immediately available to pay reimbursement claims. Also included are guidelines on actions to be taken by Requesting and Assisting States in large-sized and catastrophic events, where conditions may impact the timely processing and payment of reimbursement claims.

### 1. Standard Timeline (funds immediately available at all levels/for all parties)

The standard timeline applies to small- and moderate-sized events where immediate funds are available to Resource Providers, Assisting States and the Requesting State to process and pay claims for reimbursement.

#### a. *Deployed Personnel*

In accordance with local rules and policies, deployed personnel should, immediately upon returning home from the EMAC mission, prepare and submit their travel vouchers to the Resource Provider, as detailed under Section E, The EMAC Reimbursement Process, of this reimbursement guidelines document.

*b. Resource Provider*

Upon the receipt of travel vouchers from the deployed personnel, the Resource Provider completes its responsibilities, pays the claim as detailed under Section E, The EMAC Reimbursement Process, of this reimbursement guidelines document and submits the audited reimbursement package to the Assisting State no later than 45 days after the return of the Resource Provider's forces from the EMAC mission deployment.

*c. Assisting State*

Upon receipt of the reimbursement package from the Resource Provider, the Assisting State completes its responsibilities, pays the claim as detailed under Section E, The EMAC Reimbursement Process, of this reimbursement guidelines document and submits the audited reimbursement package to the Requesting State no later than 45 days after the receipt of the Resource Provider claims.

*Notes:*

- Depending on state law and regulations, the Assisting State may issue payment to the Resource Provider at this time or payment may be delayed until reimbursement is received from the Requesting State.
- Assisting States that are aware of conditions within their state that will render them unable to comply with the timeline guidelines herein should include a statement to that effect and provide a projected timeline for submission of the reimbursement package to the Requesting State within the REQ-A. The notification of the projected timeline within the REQ-A and the agreement on the projected timeline between the Member States will serve to establish a revised timeline for a Requesting State to receive a reimbursement package.

*d. Requesting State*

Upon receipt of the reimbursement package from the Assisting State, the Requesting State completes its responsibilities, as detailed under Section E, The EMAC Reimbursement Process, of this reimbursement guidelines document and issues payment no later than 45 days after the receipt of the Assisting State's claim with all required documentation.

*e. Assisting State*

If, due to state law or regulation, payment to the Resource Provider was not made within 45 days of receipt of the Resource Provider's claim, the Assisting State, upon receipt of payment from the Requesting State, issues payment to the Resource Provider within 45 days of receipt of the Assisting State's reimbursement claim.

## 2. Timeline (funds not immediately available to Requesting or Assisting States)

This timeline applies to events where adequate funds are not immediately available to a Requesting or Assisting State. This may be due to the large monetary value of the claims received, statutory requirements precluding direct payment to Resource Providers, lack of “cash on hand” and the need for the legislature to appropriate disaster dollars, or an overall lack of sufficient funds.

When any or all of these conditions exist, it should be communicated to all concerned parties during the REQ-A process. This will ensure that all parties (deployed personnel, the Resource Provider and Authorized Representatives of the Assisting and Requesting States) are cognizant of the implications of providing and receiving assistance under the conditions presented.

### a. *Deployed Personnel*

In accordance with local rules and policies, deployed personnel should, immediately upon returning home from the EMAC mission, prepare and submit their travel vouchers to the Resource Provider, as detailed under Section E, The EMAC Reimbursement Process, of this reimbursement guidelines document.

### b. *Resource Provider*

Upon the receipt of travel vouchers from the deployed personnel, the Resource Provider completes its responsibilities, as detailed under Section E, The EMAC Reimbursement Process, of this reimbursement guidelines document and submits the audited reimbursement package to the Assisting State no later than 45 days after reimbursing the claims for the EMAC mission.

### c. *Assisting State*

Upon receipt of the reimbursement package from the Resource Provider, the Assisting State completes its responsibilities as detailed under Section E, The EMAC Reimbursement Process, of this reimbursement guidelines document and submits the audited reimbursement package to the Requesting State no later than 45 days after the receipt of the Resource Provider’s claims.

The cover letter on the Assisting State’s claim should indicate that the Assisting State has audited and certified the Resource Provider’s claim but is unable to issue payment to the Resource Provider until funds are received from the Requesting State.

### d. *Requesting State*

Upon receipt of the reimbursement package from the Assisting State, the Requesting State completes its responsibilities, as detailed under Section E, The EMAC Reimbursement Process, of this reimbursement guidelines document and advises the Assisting State in writing of the anticipated timeframe in which payment will be

issued.

*e. Assisting State*

Upon receipt of payment from the Requesting State, the Assisting State issues payment to the Resource Provider within 45 days of payment receipt.

### **3. Special Circumstance or Catastrophic Events**

When EMAC is used in connection with special circumstances or catastrophic events, both the Assisting State and the Requesting State may be unable to issue payment for Resource Provider claims in a timely manner. This may be due to the large monetary value of the claims received, statutory requirements precluding direct payment to Resource Providers, a general lack of funds or other cash flow difficulties resulting from the event.

When events of this nature occur, the Requesting State should issue specific guidance on the reimbursement of claims during the REQ-A process, advising Assisting States of estimated timelines and providing other specific guidance for the event to ensure that the Resource Provider and Authorized Representatives of Member States are cognizant of the implications of providing and receiving assistance under these conditions.

Once the Requesting State's methodology is known, the Assisting State should develop and transmit Assisting State specific guidance to Resource Providers and be prepared to update Resource Providers on the status of their claims for reimbursement.

## **G. FEMA Public Assistance and EMAC Missions**

Member-states who receive EMAC assistance can apply for reimbursement based on the total REQ-A's estimated costs under the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program. Emergency Work such as mutual aid work provided in the performance of emergency work necessary to meet immediate threats to life, public safety, and improved property, including firefighting activities are eligible for reimbursement. FEMA specifies cost eligibility for mission-related EMAC costs in the FEMA Disaster Assistance Policy 9523.6 dated November 10, 2012.

When developing internal procedures and guidelines, the state must reference Section III of the EMAC Operations Manual that addresses Reimbursement. If reimbursements will be sent to FEMA for reimbursement, they must also be consistent with FEMA Disaster Assistance Policy 9523.6, Stafford Act to the fullest extent of the law and regulation.

If funding for EMAC mutual aid resources is being provided through a grant in support of a

NSSE-type event it is the responsibility of the Requesting State to ensure all Assisting State responders are briefed on the eligibility and documentation requirements for reimbursement.

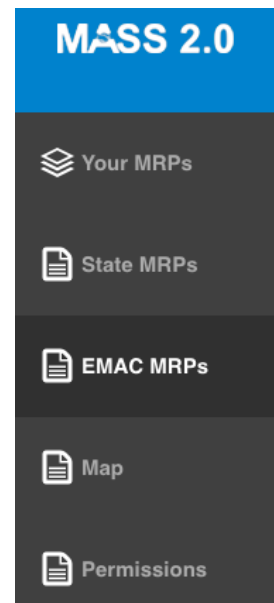
## V. The Mutual Aid Support System (MASS)

The Mutual Aid Support System or MASS is the online inventory of Mission Ready Packages (MRPs) entered by Resource Providers.

State emergency management agency EMAC Authorized Representatives and EMAC Designated Contacts are able to edit the visibility of MRPs to be visible to just the Resource Provider, to other Resource Providers within the State, or to “EMAC”.

A-Teams are able to utilize MASS during an event to select a MRP and populate both the draft resource request and draft offer of assistance within the EOS.

The goal of MASS is to accelerate the state response through EMAC.



## VI. Training and Exercises

### A. EMAC Training

Since the scope of EMAC is much broader than just utilizing state emergency management personnel, EMAC training spans personnel/teams that may deploy through EMAC, locals, federal agencies, state agencies (to include state emergency management), elected and appointed officials, and academia.

It is vital to the success of EMAC that potential resource providers, deploying personnel, and those who may request resources through the state emergency management agency understand what EMAC is, how it works, their responsibilities, and the reimbursement process. The better prepared personnel are to deploy through EMAC, the more likely they will have a positive experience.

Many intrastate mutual aid programs have already identified the available resources and services that can be deployed through EMAC and have organized the task forces and strike teams into Mission Ready Packages. Since the resources that are utilized through intrastate **mutual aid** are often the same that are deployed through EMAC, it is recommended that training for resource providers and deploying personnel incorporate both intrastate and EMAC concepts and practices.

All EMAC training for potential mutual aid service providers will be facilitated, conducted and administered by NEMA or the emergency management organization of

that Member State. The Designated Contacts of EMAC Member States should network with in-state agencies such as **National Guard**, law enforcement, fire, emergency medical, medical, public health, search and rescue, public works, environmental health, water and wastewater resources, and animal control, and their local city/county emergency management organizations to keep them informed about EMAC training and exercise opportunities. This can be accomplished through newsletters, meetings, e-mail, or any other means deemed appropriate. These vital forces should be viewed as “components of the State’s emergency management system” rather than appear as separate and distinct emergency service providers.

States may use the EMAC eLearning Courses on the EMAC website to provide the basics on EMAC and supplement the training with a review of EMAC procedures within their state.

A complete listing of EMAC training courses can be found on the EMAC website at [www.emacweb.org](http://www.emacweb.org).

## **B. EMAC Exercises**

Exercises prepare participants to activate EMAC and mutual aid in general - both as a Requesting and Assisting State - in accordance with the procedures set forth in the EMAC Operations Manual and supporting documentation to include standard operating guidebooks and state law/procedures.

NEMA has a number of prepared exercise scenarios that can be utilized by EMAC Member States that are available on the EMAC website ([www.emacweb.org](http://www.emacweb.org)) in the library under exercise scenarios.

## **VII. EMAC Forms**

All official EMAC forms (the EMAC REQ-A, EMAC Reimbursement Form R-1, and EMAC Reimbursement Form R-2) are available to EMAC Authorized Representatives and EMAC Designated Contacts on the EMAC website ([www.emacweb.org](http://www.emacweb.org)).

The EMAC REQ-A Form is completed through the EOS. Completion of the forms in the EOS also provides a capability to create and print reports based upon data that has been entered into the system.

## VIII. Checklists

### A. Pre-Event Preparation Checklist

- ☐ Brief local and state level elected and appointed officials on the EMAC mutual aid system.
- ☐ Develop a written state standard operations guidebook for the implementation and utilization of EMAC for both assisting and requesting mutual aid resources.
- ☐ Identify and officially appoint a minimum of three EMAC Authorized Representatives who have the Governor's authority to financially obligate the state to provide or request mutual aid resources.
- ☐ Identify personnel to develop a minimum of two operationally ready Type IV A-Teams.
- ☐ Appoint a minimum of one EMAC Designated Contact for the state.
- ☐ Appoint an EMAC Coordinator for the state.
- ☐ Establish a work station for an EMAC A-Team with all necessary equipment, communications, and connectivity to the internet.
- ☐ Conduct a hazard analysis and capability assessment and determine the adequacy of existing response resources to address worst case disaster scenarios.
- ☐ Identify potential resource gaps based upon the hazard analysis and capability assessment.
- ☐ Engage with stakeholders from a multitude of disciplines for the development of response (assisting) assets, and gap identification (potentially needed) response assets.
- ☐ Maintain an inventory of available response resources, teams, and Mission Ready Packages.
- ☐ Develop intrastate mutual aid agreements, memorandums of understanding or other legally binding agreements for assets to deploy through EMAC.
- ☐ Conduct discussions with neighboring states and states within their FEMA region to identify potential sources of mutual aid assistance to fill identified resource and capability gaps.
- ☐ Establish a plan for a central reception center to receive, process, and integrate, and demobilize out-of-state EMAC responding resources into the state's response operation.
- ☐ Develop and implement EMAC training and exercise programs that involve stakeholders at the state and local levels of government, and others that may be eligible to deploy through EMAC in their state such as volunteer organizations, and



representatives from the private sector.

## B. Requesting State Activation Checklist

- ☐ The Governor has declared a state of emergency or disaster.
- ☐ The state EMAC Authorized Representative has evaluated existing inventory of response resources against the developing disaster event to determine resource gaps, and has begun the development of a list of EMAC mutual aid requests.
- ☐ The state EMAC Authorized Representative has activated the state's internal A-Team.
- ☐ Open an EMAC event in the EMAC Operations System.
- ☐ Post situation report in the EMAC Operations System.
- ☐ Consider the activation/staffing of a reception center for out-of-state EMAC mutual aid resources if EMAC resources are needed.

## C. Assisting State Activation Checklist

- ☐ Activate internal A-Team to monitor activity from the affected state or states in the EMAC operations system.
- ☐ Prepare to offer assistance when requested from the affected state or states.
- ☐ Evaluate current ongoing activities and determine availability of response assets, teams and mission ready packages.

## D. National Coordinating State Activation Checklist

- ☐ Coordinate with the affected state to ensure they have adequate A-Team support. If not, assist with the identification of a responding out-of-state A-Team.
- ☐ Schedule daily or as needed conference calls with EMAC leadership and the affected state.
- ☐ Evaluate the need for a NELT or a RELT.
- ☐ Provide support to states and assist with the resolution of issues as they occur.

## E. NEMA EMAC Program Director Activation Checklist

- ☐ Ensure operations of the EMAC Operations System.
- ☐ Monitor the event and address any technical issues or support needs.
- ☐ Provide support to states and assist with the resolution of issues as they occur.

## F. Requesting State Request and Offer Checklist

- ☐ Identify and give resource requests to the EMAC A-Team.
- ☐ A-Team: Post the request for assistance in the EMAC Operations System.
- ☐ A-Team: Broadcast request for assistance.
- ☐ A-Team: Review offers of assistance with EMAC Authorized Representative.
- ☐ Accept/Decline offers of assistance.
- ☐ A-Team/Requesting State EMAC Designated Contact: Complete REQ-A Section I by printing, obtaining signature from EMAC Authorized Representative, and scanning/uploading into EOS.
- ☐ A-Team/Requesting State EMAC Designated Contact: After the Assisting State has completed Section II, complete REQ-A Section III by printing, obtaining signature from EMAC Authorized Representative, and scanning/uploading into EOS.
- ☐ Process incoming resources through the state reception center and provide mission briefing upon arrival (if applicable).
- ☐ A-Team: Utilize reports in the EMAC Operations System for tracking of personnel, costs, and share reports with Operations, Logistics, Finance/Administration, and Planning as needed.

## G. Assisting State Request and Offer Checklist

- ☐ A-Team: Confirm willingness of state to offer assistance.
- ☐ A-Team: Contact Resource Provider to determine availability/willingness to deploy.
- ☐ A-Team/EMAC Coordinator/EMAC Designated Contact: Obtain Mission Ready Package or cost estimate from Resource Provider and enter into the EMAC Operations System. Note: The MRP and REQ-A Section II will upload into the EOS.
- ☐ If needed, communicate with the Requesting State A-Team to verify mission details and the potential responding mutual aid resources.
- ☐ A-Team: The offer of assistance will be accepted or declined. If declined, you will receive an e-mail to that effect. If accepted, print REQ-A Section II, obtain signature of the EMAC Authorized Representative, scan/upload into EOS once the Requesting State has completed REQ-A Section I.

- ☐ A-Team: Once the Requesting State has completed Section III, utilize the EMAC Operations System to send the Mission Order Authorization Form (Mission Order) to the Resource Provider and set up a time to provide the pre-deployment briefing.

#### **H. National Coordinating State Request and Offer Checklist**

- ☐ Assist the affected state with the procurement of an A-Team to support operations.
- ☐ Monitor the activity in the EOS.
- ☐ Conduct daily conference calls with the affected state to address issues as they arise.
- ☐ Assist with the identification of available mutual aid resources needed by the affected state.

#### **I. NEMA EMAC Program Director Request and Offer Checklist**

- ☐ Assist the affected state with the technical issues or training needs in the EOS.
- ☐ Monitor the activity in the EOS and address any issues.
- ☐ Assist the NCS with the identification of available EMAC mutual aid resources.
- ☐ Assist with the resolution to any issues that may develop during the response to the event.
- ☐ Participate in conference calls with the affected state to address issues as they arise.

#### **J. Requesting State Response Checklist**

- ☐ Establish and manage a reception center to receive all responding EMAC mutual aid resources and personnel.
- ☐ Utilize the EOS to track costs and to send reports to Operations, Finance/Administration, Logistics, and Planning, as needed.
- ☐ Stand prepared to complete REQ-A amendments as needed on behalf of deployed resources.
- ☐ As teams demobilize, utilize reception centers to provide reimbursement guidance to deploying personnel and to check equipment for damage.

#### **K. Assisting State Response Checklist**

- ☐ Provide a pre-deployment briefing to include:

- a. Define the scope and the details of the mission and the role of the deploying team in addressing and completing the mission.
- b. Explain when the deployment will begin, and how long the mission will last.
- c. Existing deployment conditions where the work will be performed.
- d. Hazardous conditions requiring protective clothing, current vaccinations, and health and safety concerns.
- e. Where personnel should report upon arrival in the Requesting State. This may be a reception center or the actual deployment location.
- f. Contact information for the Assisting State A-Team or EMAC Designated Contact.
- g. Address logistical support for deploying teams:
  - Transportation and fuel for vehicles
  - Lodging
  - Meals
  - Disaster environment issues/concerns
  - Communications
  - Availability of ATMs
- h. Review items to consider bringing on the deployment.
- i. Review the deployment state checklist.
- j. Review the demobilization stage checklist.
- k. Review documentation required for reimbursement to ensure deploying personnel understand what are considered to be eligible costs.
- l. Review the code of conduct for deploying personnel.
- m. A clear understanding that changes to their mission that would change the deployment dates or mission costs must be communicated to the home state emergency management so an amendment can be completed on their behalf.
- ☐ Monitor deployed resources and conduct personnel accountability reporting (PAR).
- ☐ Stand prepared to complete REQ-A amendments as needed on behalf of deployed resources.

#### **L. Requesting State Reimbursement Checklist**

- ☐ Establish the internal procedures and guidelines for handling reimbursement claims within your state.

Note: When developing internal procedures and guidelines, the state must reference Section III of the EMAC Operations Manual that addresses Reimbursement. If reimbursements will be sent to FEMA for reimbursement, they

must also be consistent with FEMA Disaster Assistance Policy 9523.6, Stafford Act to the fullest extent of the law and regulation. If reimbursement is being supplied through a grant for a NSSE-type event, eligibility and documentation requirements must be provided to EMAC responders.

- a. States should pre-identify personnel who will handle the EMAC claim process.
  - b. Exercise your reimbursement procedures so during a real event you know who will handle each responsibility.
- ☐ Execute any agreements needed to ensure reimbursement of the state if state is using local or grant funds.
- ☐ Establish reimbursement guidelines for Assisting States / deployed personnel. This guidance will standardize the reimbursement claim process for teams that deployed into your state by clarifying the cost eligibility under the EMAC guidelines and how you would like the reimbursement package to be organized and submitted to your state. At the minimum, these guidelines should include:
  - a. A cover letter, which outlines the state process for handling EMAC claims and timelines.
  - b. Guidance on what is included in the reimbursement package,
  - c. Instructions on who the claims packets should be sent to, recommended timelines for receipt of claims and samples of any internal forms required by your states.
- ☐ Brief responders upon arrival concerning reimbursement procedures.
- ☐ As missions demobilize, requesting states should
  - a. Brief responders on reimbursement procedures if utilizing reception centers.
  - b. Print and review the final EMAC REQ-A from the EOS. REQ-As Section II cost estimates should be reviewed to ensure accuracy and that all cost for the mission are captured. Work with assisting state to complete any amendments if needed.
    - i. Note: Requesting states must keep detailed records of the services requested and received, and provide those records as part of the supporting documentation for a reimbursement request to FEMA if requesting reimbursement through FEMA PA.
  - b. Send reimbursement guidelines to the Assisting State EMAC Designated Contact. Provide the assisting state with any necessary forms for documentation, special instructions necessary for documentation, and a point of contact for any questions concerning reimbursement.

- ☐ Ensure all REQ-A's and reports are completed and accurate in the EOS.
- ☐ Upon receiving a reimbursement package from an Assisting State, enter the date the state received the reimbursement package in the EOS Reimbursement Tracking function.
- ☐ If seeking federal reimbursement from FEMA PA, once EMAC missions have ended and the resources are demobilized set up a meeting with your FEMA Public Assistant Coordinator and financial staff to compile costs for completion of the FEMA Project Worksheet so federal funds can be obligated to your state as soon possible, you do not have to wait for the actual claims to be received to apply for Federal funding. It is recommended that one PW can be written for all EMAC cost for the disaster, including administration and cost overrun based on the size of the disaster. (Recommend 10% – 20%)
- ☐ If seeking reimbursement through a grant submit as required.
- ☐ Establish clear and defined timelines for reimbursement document review and deadlines, review reimbursement documents, and adjust claims as necessary and request additional documentation if needed.
- ☐ Finalize claims and send reimbursements to the assisting state within 45 days (or less) of receipt of the completed claim along with cover thank you letter.
- ☐ Track the reimbursement process within the EOS Reimbursement Tracking.

### **M. Assisting State Reimbursement Checklist**

- ☐ Establish internal reimbursement guidelines for deployed personnel and resource providers that standardize the reimbursement claim process and clarify cost eligibility under the EMAC guidelines.
- ☐ Establish internal procedures and guidelines for how to process claims in your state which includes identifying who will review and resolve issues with reimbursement packages from deployed personnel/resource providers.
- ☐ Conduct the pre-deployment briefing with responders. Deploying personnel and resource providers should receive the internal reimbursement guidelines of their state and be notified that following the reimbursement they may receive additional instructions from the Requesting State. All responders should be provided any forms required by the state for documenting costs. Responders should understand the importance of accurate documentation of mission expenses and retention of receipts to include:
  - Personnel costs, regular time and overtime.
  - Meals and lodging costs

- Transportation costs, airline tickets, rental cars, agency vehicles, private vehicles, fuel, damage and repairs, etc.
  - Necessary purchases to support the mission.
  - Replacement of expendable equipment or supplies.
- ☐ Utilize the EOS to track estimated costs associated with missions.
- ☐ Upon completion of the EMAC mission, the Assisting State EMAC Designated Contact should receive reimbursement guidance from the Requesting State.
- ☐ The EMAC Designated Contact should compare the Requesting State guidance with their own internal guidance to ensure no additional responsibilities or documentation is required.
- ☐ The guidance, along with any special notes (such as documentation that the Requesting State requires that the Assisting State does not), a blank R-2 and sample cover letter should be communicated to the deploying personnel/resource provider immediately upon their return from the EMAC deployment.
  - Establish clear and defined timelines for receipt of the claim packet.
  - All expenses incurred and paid by the Resource Provider are compiled and summarized by category of expense on an EMAC Intrastate Reimbursement Form (R-2).
- ☐ Enter the date the reimbursement package was received from the deploying personnel/resource provider in the EMAC Operations System Reimbursement Tracking system and review the claim packet, request additional documentation if needed.
- ☐ All expenses incurred and paid by the Assisting State are compiled and summarized by category of expense on an EMAC Intrastate Reimbursement Form (R-1).
- ☐ Submit complete and audited claim to the Requesting State within the EMAC recommended timeline which is 45 days after the receipt of the resource provider claim. Include a copy of your states W-9 and cover letter detailing any specific payment instructions.
- ☐ Record within the EMAC Operations System Reimbursement Tracking System the date that the reimbursement package was sent to the Requesting State.

## IX. Appendices

### A. Definitions, Terms & Acronyms

**Assisting State:** An Assisting State is any EMAC Member State that has completed the REQ-A to provide assistance to another Member State.

**Authorized Representative (AR)** – The Authorized Representative is the person empowered to obligate state resources and expend state funds for EMAC purposes. In a Requesting State, the AR is the person who is legally empowered under Article III. B. of the Compact to initiate a request for assistance under EMAC. In an Assisting State, the AR is the person who can legally approve the response to a request for assistance. State Emergency Management Directors are automatically Authorized Representatives. The director can delegate this authority to other EM officials within the organization as long as they possess the same obligating authority as the director. A list of Authorized Representatives for each Member State is found on the EMAC web site ([www.emacweb.org](http://www.emacweb.org)).

**Advance-Team (A-Team):** An A-Team consists of two or more persons from a Member State who have been qualified by NEMA by successfully completing the EMAC Advance Team Operations Course and are knowledgeable about and prepared to implement EMAC procedures in their own state or any other Member State. A-Teams may work in either the Requesting or Assisting States to facilitate requests, offers, completion of the REQ-A, tracking of deployed resources, and providing the states with reports on the EMAC response.

A-Teams are typed I through IV. The Type IV A-Team consists of **two** members, Type III consists of four members, Type II has six members, and a Type I team has ten members. The team structure may expand and contract as needed to fit the need.

At the request of a Member State, an A-Team is deployed to the Requesting State's EOC to facilitate EMAC requests and assistance between Member States.

**Broadcast:** The EMAC Broadcast functionality sends EMAC key personnel (as designated by the state emergency management agency director) an email when a request for assistance needs to be shared. It is the primary means used to alert EMAC states of an impending or occurring emergency event or to request assistance and is sent via the EOS. The system can send to individuals, selected states, states in FEMA Regions, or all members.

**Debrief:** A conversation where information is exchanged on aspects of the mission (such as personnel well-being, experience, etc.).



**Demobilization:** This is the process of releasing assets (personnel and/or equipment) whose mission is completed or no longer needed to support a specific mission within an event. The process involves debriefing personnel, returning issued equipment, completing and submitting required paperwork, arranging return travel, and tracking released assets back to their home duty station in the Assisting State in a safe and timely manner.

**Designated Contact (DC) :** This person is very familiar with the EMAC process and serves as the point of contact for EMAC in their state and can discuss the details of a request for assistance. The DC is not usually legally empowered to initiate an EMAC request or authorize EMAC assistance without direction from a superior. A list of Member State Designated Contacts can be found on the EMAC website.**EMAC:** The Emergency Management Assistance Compact, an interstate agreement which enables entities to provide mutual assistance during times of need.

**EMAC Advisory Group (EAG):** The EAG, comprised of representatives from national organizations whose membership are EMAC stakeholders, facilitates the effective integration of multi-discipline emergency response and recovery assets for nation-wide mutual aid through EMAC. Many of these resources are local teams which need the ability to be brought on as temporary state employees.

**EMAC Executive Task Force (ETF):** The ETF, under the leadership of the Chair, is responsible for managing the day-to-day programmatic activities on behalf of the member states to ensure that the EMAC system, including the Operating Protocols, Operations Manual, Standard Operating Guidebooks are maintained in a current state of operational readiness. The ETF is comprised of the chair, chair-elect, immediate past-chair, a representative from each federal region, three at-large members, and the NEMA Legal Counsel Committee liaison.

**EMAC Member State:** The term applies to the 50-states, the Commonwealth of Puerto Rico, the District of Columbia, and all U. S. territorial possessions whose governors have signed the Compact into law. It is used on a daily basis to refer to states during periods of non-emergency activity. See definition of the **Requesting** and **Assisting State** used when denoting EMAC Member State's roles during activation of the EMAC.

**Joint Field Office (JFO):** This facility is used to house state, federal and volunteer agency personnel who manage emergency response and recovery operations and administer state and federal recovery assistance programs within each state declared a major disaster by the president.

**Lead State Representative (LSR):** A member of the EMAC Executive Task Force responsible for representing the EMAC Member States within their respective FEMA Region.

**Legal Committee Liaison:** The Chair or the Chair's Designee from NEMA's Legal Committee which serves as a **voting** member to the EMAC ETF.

**Mission:** A mission under EMAC becomes an official mission once all three sections of the REQ-A have been duly executed by the Authorized Representatives of the Requesting and **Assisting** state(s).

**Mission Ready Package (MRP):** A mission ready package is a pre-defined specific mission/capability with a list of all associated personnel and equipment necessary to accomplish the pre-defined mission. The package also includes logistic support requirements, and a total cost per day for operation of the MRP. The intent is to pre-define as many response and recovery missions as possible, and have member states organize, list and maintain their response and recovery inventory in a mission ready package format.

**Mutual Aid Support System (MASS):** The online inventory of Mission Ready Packages.

**National Coordinating State (NCS):** The home state of the Chair of the EMAC Executive Task Force is the NCS. The Chair of the ETF is responsible for the development of an in-state team to assist with the management of EMAC operations when the national mutual aid system is activated. The NCS Lead is the nationwide EMAC point-of-contact during normal day-to-day, non-emergency periods. The NCS is prepared to activate EMAC on short notice by coordinating with the EMAC Authorized Representatives or Designated Contacts of the other Member States.

**National EMAC Liaison Team (NELT):** In the event that the NRCC is activated at FEMA Headquarters in Washington, D.C. and a coordinating team is needed to maintain over all coordination among the deployed EMAC components. DHS/FEMA will request that NEMA/NCG deploy an NELT to the NRCC. Costs for deploying and maintaining an NELT are reimbursed by NEMA through a cooperative agreement with FEMA.

**National Response Coordination Center (NRCC):** This is the facility in Washington, D. C. used by DHS/FEMA to coordinate federal response and recovery operations. The Federal Emergency Support Functions (ESFs) are co-located at the NRCC to provide resource support to state counter-parts through the Regional Response Operations Centers.

**National Incident Management System (NIMS) :** The system used to conduct incident management as specified in Homeland Security Presidential Directive (HSPD)-5 and HSPD-8. NIMS established a national standard methodology for managing emergencies and ensure seamless integration of all local, state and federal forces into the system.

**National Response Framework (NRF):** The NRF establishes the national framework for domestic incident management in accordance with Homeland Security Presidential Directive-5 and HSPD – 8.

**Operations Manual and Standard Operating Guide:** These are the written standardized process to ensure each Member State understands the EMAC agreement, is adequately prepared to participate in the agreement, and follows the same standardized procedures while implementing EMAC. The manual sets forth the terms of the EMAC agreement and establishes the EMAC procedures that all Member States are to follow. The manual is supplemented by Standard Operating Guidelines for positions.

**Point of Contact (POC):** The person or entity that is the main contact.

**Regional EMAC Liaison Team (RELT):** If the disaster event involves more than one state in a single federal region or multiple states in multiple regions, FEMA may request that an RELT be deployed to the federal Regional Response Coordination Center (RRCC) to coordinate the state EMAC response with the FEMA regional office. The RELT prepares regional Situation Reports and channels information up to the NELT.

**Regional Response Coordination Center (RRCC):** The federal facility from which federal personnel coordinate response operations and provide resource support to states within each federal region.

**Reimbursement:** The process of submitting documented eligible costs by an Assisting State to a Requesting State in order to receive financial compensation for providing assistance specified in the REQ-A and in accordance with the EMAC.

**Reimbursement (R-1) Form:** The form used to summarize the costs of all interstate assistance requested and provided by an Assisting State. A single R-1 should be completed and submitted to the Requesting State by each Assisting State that provided assistance. All of the costs for providing assistance under the REQ-A(s) are totaled. Copies of receipts and payment vouchers are attached to the R-1. The R-1 is signed and sent to the Requesting State for reimbursement. A copy of the R-1 Form may be found on the EMAC website.

**Reimbursement (R-2) Form:** The form used to summarize the costs of all intrastate assistance requested and provided by an agency, municipality, county or other organization within a State providing assistance to another state under EMAC. A single R-2, accompanied by copies of receipts, payment vouchers and other costs supporting documents, should be completed and submitted to the Assisting State for each agency, municipality, county or other organization who provided assistance. The R-2 is signed by the appropriate authority of the requesting entity and sent to the Assisting State for reimbursement. The Assisting State attaches copies of all R-2s and supporting documents to all applicable R-1s as appropriate. A copy of the R-2 may be found on the EMAC website.

**Requesting State:** Any EMAC Member State that has informally or formally requested interstate assistance using any of the systems established by EMAC for this purpose.

**Request for Assistance (REQ-A) Form:** The EMAC Request for Assistance (REQ-A) Form is used to officially request assistance, offer assistance, and accept assistance. The use of the single form simplifies and streamlines the paperwork necessary to request and receive assistance from Member States. It is important to remember that when duly executed by the Authorized Representative of the Requesting and Assisting State(s), the REQ-A becomes a legally binding agreement between the Requesting and Assisting State(s) under EMAC. A copy of the REQ-A Form may be found on the EMAC website.

**Resource Typing:** The method employed to categorize and describe the resources that are commonly exchanged in disaster via mutual aid, by capacity and/or capability of a resource's components (i.e., personnel, equipment, and training).

**Situation Report (SITREP):** The status report that is prepared by a Requesting State and posted within the EOS. It details the current status of the emergency operation and the response to that emergency event. The purpose of the SITREP is to ensure that all parties involved in the response effort are thoroughly informed of every facet of the current operation.

## B. EMAC Articles of Agreement

### ARTICLE I - PURPOSE AND AUTHORITIES

This compact is made and entered into by and between the participating Member States which enact this compact, hereinafter called party states. For the purposes of this agreement, the term "states" is taken to mean the several states, the Commonwealth of Puerto Rico, the District of Columbia, and all U.S. territorial possessions.

The purpose of this compact is to provide for mutual assistance between the states entering into this compact in managing any emergency or disaster that is duly declared by the governor of the affected state(s), whether arising from natural disaster, technological hazard, man-made disaster, civil emergency aspects of resources shortages, community disorders, insurgency, or enemy attack.

This compact shall also provide for mutual cooperation in emergency-related exercises, testing, or other training activities using equipment and personnel simulating performance of any aspect of the giving and receiving of aid by party states or subdivisions of party states during emergencies, such actions occurring outside actual declared emergency periods. Mutual assistance in this compact may include the use of the states' National Guard forces, either in accordance with the National Guard Mutual Assistance Compact or by mutual agreement between states.

### ARTICLE II - GENERAL IMPLEMENTATION

Each party state entering into this compact recognizes many emergencies transcend political jurisdictional boundaries and that intergovernmental coordination is essential in managing these and other emergencies under this compact. Each state further recognizes that there will be emergencies which require immediate access and present procedures to apply outside resources to make a prompt and effective response to such an emergency. This is because few, if any, individual states have all the resources they may need in all types of emergencies or the capability of delivering resources to areas where emergencies exist. The prompt, full, and effective utilization of resources of the participating states, including any resources on hand or available from the Federal Government or any other source, that are essential to the safety, care, and welfare of the people in the event of any emergency or disaster declared by a party state, shall be the underlying principle on which all articles of this compact shall be understood.

On behalf of the governor of each state participating in the compact, the legally designated state official who is assigned responsibility for emergency management will be responsible for formulation of the appropriate interstate mutual aid plans and procedures necessary to implement this compact.

### ARTICLE III - PARTY STATE RESPONSIBILITIES

A. It shall be the responsibility of each party state to formulate procedural plans and programs for interstate cooperation in the performance of the responsibilities listed in this article. In formulating such plans, and in carrying them out, the party states, insofar as practical, shall:

- i. Review individual state hazards analyses and, to the extent reasonably possible, determine all those potential emergencies the party states might jointly suffer, whether due to natural disaster, technological hazard, man-made disaster, emergency aspects of resource shortages, civil disorders, insurgency, or enemy attack.
- ii. Review party states' individual emergency plans and develop a plan which will determine the mechanism for the interstate management and provision of assistance concerning any potential emergency.
- iii. Develop interstate procedures to fill any identified gaps and to resolve any identified inconsistencies or overlaps in existing or developed plans.
- iv. Assist in warning communities adjacent to or crossing the state boundaries.
- v. Protect and assure uninterrupted delivery of services, medicines, water, food, energy and fuel, search and rescue, and critical lifeline equipment, services, and resources, both human and material.
- vi. Inventory and set procedures for the interstate loan and delivery of human and material resources, together with procedures for reimbursement or forgiveness.
- vii. Provide, to the extent authorized by law, for temporary suspension of any statutes or ordinances that restrict the implementation of the above responsibilities.

B. The Authorized Representative of a party state may request assistance of another party state by contacting the Authorized Representative of that state. The provisions of this agreement shall only apply to requests for assistance made by and to Authorized Representatives. Requests may be verbal or in writing. If verbal, the request shall be confirmed in writing within 30 days of the verbal request. Requests shall provide the following information:

- i. A description of the emergency service function for which assistance is needed, such as but not limited to fire services, law enforcement, emergency medical, transportation, communications, public works and engineering, building inspection, planning and information assistance, mass care, resource support, health and medical services, and search and rescue.

- ii. The amount and type of personnel, equipment, materials and supplies needed, and a reasonable estimate of the length of time they will be needed.
- iii. The specific place and time for staging of the assisting party's response and a point of contact at that location.

C. There shall be frequent consultation between state officials who have assigned emergency management responsibilities and other appropriate representatives of the party states with affected jurisdictions and the United States Government, with free exchange of information, plans, and resource records relating to emergency capabilities.

#### **ARTICLE IV - LIMITATIONS**

Any party state requested to render mutual aid or conduct exercises and training for mutual aid shall take such action as is necessary to provide and make available the resources covered by this compact in accordance with the terms hereof; provided that it is understood that the state rendering aid may withhold resources to the extent necessary to provide reasonable protection for such state.

Each party state shall afford to the emergency forces of any party state, while operating within its state limits under the terms and conditions of this compact, the same powers (except that of arrest unless specifically authorized by the receiving state), duties, rights, and privileges as are afforded forces of the state in which they are performing emergency services. Emergency forces will continue under the command and control of their regular leaders, but the organizational units will come under the operational control of the emergency services authorities of the state receiving assistance. These conditions may be activated, as needed, only subsequent to a declaration of a state of emergency or disaster by the governor of the party state that is to receive assistance or commencement of exercises or training for mutual aid and shall continue so long as the exercises or training for mutual aid are in progress, the state of emergency or disaster remains in effect or loaned resources remain in the receiving state(s), whichever is longer.

#### **ARTICLE V - LICENSES AND PERMITS**

Whenever any person holds a license, certificate, or other permit issued by any state party to the compact evidencing the meeting of qualifications for professional, mechanical, or other skills, and when such assistance is requested by the receiving party state, such person shall be deemed licensed, certified, or permitted by the state requesting assistance to render aid involving such skill to meet a declared emergency or disaster, subject to such limitations and conditions as the governor of the Requesting State may prescribe by executive order or otherwise.

#### **ARTICLE VI - LIABILITY**

Officers or employees of a party state rendering aid in another state pursuant to this

compact shall be considered agents of the Requesting State for tort liability and immunity purposes; and no party state or its officers or employees rendering aid in another state pursuant to this compact shall be liable on account of any act or omission in good faith on the part of such forces while so engaged or on account of the maintenance or use of any equipment or supplies in connection therewith. Good faith in this article shall not include willful misconduct, gross negligence, or recklessness.

#### **ARTICLE VII - SUPPLEMENTARY AGREEMENTS**

Inasmuch as it is probable that the pattern and detail of the machinery for mutual aid among two or more states may differ from that among the states that are party hereto, this instrument contains elements of a broad base common to all states, and nothing herein contained shall preclude any state from entering into supplementary agreements with another state or affect any other agreements already in force between states. Supplementary agreements may comprehend, but shall not be limited to, provisions for evacuation and reception of injured and other persons and the exchange of medical, fire, police, public utility, reconnaissance, welfare, transportation and communications personnel, and equipment and supplies.

#### **ARTICLE VIII – COMPENSATION**

Each party state shall provide for the payment of compensation and death benefits to injured members of the emergency forces of that state and representatives of deceased members of such forces in case such members sustain injuries or are killed while rendering aid pursuant to this compact, in the same manner and on the same terms as if the injury or death were sustained within their own state.

#### **ARTICLE IX - REIMBURSEMENT**

Any party state rendering aid in another state pursuant to this compact shall be reimbursed by the party state receiving such aid for any loss or damage to or expense incurred in the operation of any equipment and the provision of any service in answering a request for aid and for the costs incurred in connection with such requests; provided, that any aiding party state may assume in whole or in part such loss, damage, expense, or other cost, or may loan such equipment or donate such services to the receiving party state without charge or cost; and provided further, that any two or more party states may enter into supplementary agreements establishing a different allocation of costs among those states. Article VIII expenses shall not be reimbursable under this provision.

#### **ARTICLE X - EVACUATION**

Plans for the orderly evacuation and interstate reception of portions of the civilian population as the result of any emergency or disaster of sufficient proportions to so warrant, shall be worked out and maintained between the party states and the emergency management/services directors of the various jurisdictions where any type of incident requiring evacuations might occur. Such plans shall be put into effect by



request of the state from which evacuees come and shall include the manner of transporting such evacuees, the number of evacuees to be received in different areas, the manner in which food, clothing, housing, and medical care will be provided, the registration of the evacuees, the providing of facilities for the notification of relatives or friends, and the forwarding of such evacuees to other areas or the bringing in of additional materials, supplies, and all other relevant factors. Such plans shall provide that the party state receiving evacuees and the party state from which the evacuees come shall mutually agree as to reimbursement of out-of-pocket expenses incurred in receiving and caring for such evacuees, for expenditures for transportation, food, clothing, medicines and medical care, and like items. Such expenditures shall be reimbursed as agreed by the party state from which the evacuees come. After the termination of the emergency or disaster, the party state from which the evacuees come shall assume the responsibility for the ultimate support of repatriation of such evacuees.

#### **ARTICLE XI - IMPLEMENTATION**

A. This compact shall become operative immediately upon its enactment into law by any two (2) states; thereafter, this compact shall become effective as to any other state upon its enactment by such state.

B. Any party state may withdraw from this Compact by enacting a statute repealing the same, but no such withdrawal shall take effect until 30 days after the governor of the withdrawing state has given notice in writing of such withdrawal to the governors of all other party states. Such action shall not relieve the withdrawing state from obligations assumed hereunder prior to the effective date of withdrawal.

C. Duly authenticated copies of this compact and of such supplementary agreements as may be entered into shall, at the time of their approval, be deposited with each of the party states and with the Federal Emergency Management Agency and other appropriate agencies of the United States Government.

#### **ARTICLE XII - VALIDITY**

This Act shall be construed to effectuate the purposes stated in Article I hereof. If any provision of this compact is declared unconstitutional, or the applicability thereof to any person or circumstances is held invalid, the constitutionality of the remainder of this Act and the applicability thereof to other persons and circumstances shall not be affected thereby.

#### **ARTICLE XIII - ADDITIONAL PROVISIONS**

Nothing in this compact shall authorize or permit the use of military force by the National Guard of a state at any place outside that state in any emergency for which the President is authorized by law to call into federal service the militia, or for any purpose for which the use of the Army or the Air Force would in the absence of express statutory authorization be prohibited under Section 1385 of title 18, United States Code.

*Ratified during the 2nd session of the 104th Congress and became Public Law 104-321,  
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